

Research Article

THE RELATION BETWEEN THE ORGANIZATIONAL COMMITMENT AND THE ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG THE STAFF AT ILAM PAYAMENOUR UNIVERSITY

MahsaAbayi¹, Reza Askari², Ensiyeh Afshari¹ and *Hassan Rashidi³

¹Department of MBA, Marketing and Expert Branch, West Tehran, Payamenour University, Tehran, Iran

²Department of MBA, Marketing and Expert Branch, Geshm Payamenour University, Geshm, Iran

³Department of Management, Ilam Payame Nour University, Ilam, Iran

*Author for Correspondence

ABSTRACT

Organizations as an integral part of human society consist of citizenships that considering their problems and trying to solve these problems is an inevitable duty of these organizations. On the other hand the success of organizations depends on the voluntary, continuous and effective effort of citizenships. The purpose of this study is evaluating the relationship between the organizational commitment and the organizational citizenship behaviour (OCB) among the administrative staff at Ilam Payamenour University. Considering the purpose, this research is practical and a descriptive one considering the method. For evaluating the OCD and organizational commitment we used Allen and Mayer questionnaire that has a high validity and stability. To determine sample size 163 people were chosen via random sampling using Cochran's formula. The hypothesis test showed that there is a positive and meaningful relation between the organizational commitment and the citizenship behaviour among the staff at Ilam Payamenour University.

Keywords: *Organizational Commitment, Citizenship Behaviour, Organization, PayameNour*

INTRODUCTION

The men force has affected the organizations scientific development for years. Men force is one of the most basic factors in an organization people join an organization because of their needs and also catching their goals. To have a better relationship, performance, needs satisfaction, cooperation and association it is needed and all of these can be obtained beside organization. There are several definitions for organizational commitment in the behavioural science literature and management, but there is no disagreement among these definitions and in all of these definitions there are 3 important factors such as: believing the organization value and goals, being loyal to the organization and continuing membership in the organization (Mayer *et al.*, 2002). If the employees understand these definitions deeply they will cooperate very well and increase their moral responsibility to the organization.

The organizational commitment is one of the effective variables in realizing organizational purpose which has been studied since many years. As a result, there are many different classifications. One of them is Balforo and Kessler classification (1996) which includes: commutative commitments (when one person calculates his benefits), simulated commitment (when all of the staff and employees are willing to cooperate in all of the organizational levels related to their occupation), connection commitment (when there is a kind of commitment based on the connection and rational and emotional relationship). Moreover, the organizational commitment is a power that will connect people and their individual identity to the organization (Porter *et al.*, 1979). Mayer and Allen (1997) introduced 3 components that are evaluated in this study:

1. Emotional commitment: Is the employees or staff emotional dependence on the identity of organization and involving in activities of organization and staff commitment should be compatible with the goals and values of organization.
2. Stable commitment: it happens when all of the staff don't leave there and stay at the organization. As a result they will play a part in the organization and will respect its values.

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3. Normative commitment: it happens when the staff and employees feel it's necessary to stay at the organization when there is a strong normative commitment, the staff feel that they morally should behave in the same way. If staff are more responsible and engaged, they will play role more actively as a result will not think about leaving the organization or company (Bagheri and Tavalai, 2010). The people who are more engaged ,adjust their identity to the organization and take part in and enjoy being there (Vanden, 2007) when staff aren't engaged then the eternity and permanence of the organization will be influenced (Yilmaz, 2008).

Theoretical Foundation Research Empirical History

The concept of citizenship behaviour was introduced for the first time by Organ *et al.*, (1983). The earlier researches were done to identify the staff's responsibility and behaviour in the organization. In Organ and Batman definition, citizenship behaviour is a combination of voluntary and optional behaviour which isn't a part of the staff's formal duties, but will improve the effective performance and total effectiveness of the organization (Khasawaneh, 2011). The citizenship behaviour has several dimensions which in the earlier researches is defined as a complete altruism toward the organization and following the rules (Podaskoff *et al.*, 2000). Many scientists have been studied this subject, such as Chaster Bernard, Borman and Beinstock, Podsakoff, kadsokan, grahaim, Organ, Mackenzi who complete the organizational citizenship behaviour. Mackenzie and Podsakoff and Ahearne defined the OCB in this way:"the staff voluntary, optional and conscious behaviours which directly improve the effectiveness of the organization that its influences may be independent of their efficiency (Mackenzie *et al.*, 1998). A 3-factor model in Borman *et al.*, Research shows 3 dimensions: 1-interpersonal citizenship performance, 2-organizational citizenship performance and 3- occupational citizenship performance (Beinstock *et al.*, 2003).

The citizenship behaviours are that kind of behaviours that are far beyond the individual duties and technical abilities or skills. On the other hand, these behaviours will be the main facilitators in an organization. There is a deep connection between these kinds of behaviours and the staff main values which cause behavioural motivation in staff (Zareie *et al.*, 1995). However, the most valid dimension in researcher's point of view is Organ theory which includes:

1. Altruism: Helping other members in an organization with related problems and duties .Such as that staff that help the newcomer's voluntary.
2. Consciousness (loyalty): some optional behaviours which go beyond the minimum necessities like when the staff and employees stay at work longer than it's necessary, or when they don't spend much time resting.
3. The spirit of chivalry: being patient in hard and unusual situations in the organization, without complaining.
4. Politeness and courtesy: when staff try to prevent any problem or challenge in their relationship with others.
5. Social customs (civil virtue): try to take part an be responsible in organizational life and providing a good image of hat. Such as extra activities which are optional to take part (Tag and Hawley, 2009).

Questions and Hypothesis of Research

Research Goals

Main Goals

Evaluating the relation between the organizational commitment and organizational citizenship behaviour among the staff at Ilam Payame Nour University.

Secondary goals:

1. To study the relation between the emotional commitment and OCB among PayameNour University in Ilam.
2. To study the relation between the stable commitment and OCB among the staff of Payamenour university in Ilam.
3. To study the relation between the normative commitment and OCB among the staff of Payamenour university in Ilam.

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Research Questions

Basic Question

Is there a connection between the organizational commitment and citizenship behaviour among the staff in Ilam PayameNour University?

Secondary Questions

1. Is there a connection between the emotional commitment and citizenship behaviour among the staff in IlamPayameNour University?
2. Is there a connection between the stable emotional commitment and citizenship behaviour among the staff in Ilam PayameNour University?
3. Is there a connection between the normative commitment and citizenship behaviour among the staff in IlamPayameNour University?

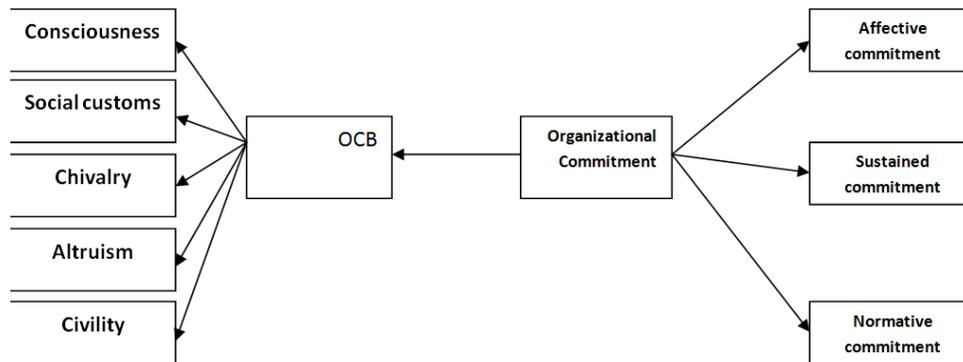
Research Hypothesis

The Basic Hypothesis

It seems there is a meaningful connection between the organizational commitment and OCB among staff in Payamenour University in Ilam.

Secondary Hypothesis

1. It seems that there is a meaningful relation between the emotional commitment and OCB among staff in Payamenour University in Ilam.
2. 1. It seems that there is a meaningful relation between the stable commitment and OCB among staff in Payamenour University in Ilam.
3. 2. 1. It seems that there is a meaningful relation between the normative commitment and OCB among staff in Payamenour university in Ilam.



Research Model

MATERIALS AND METHODS

Research Methodology

Research method is a combination of rules, tools and valid processes, to evaluate realities, solve the mysteries and problems choosing a scientific research method are the only key to obtain the accretive and scientific findings. When we say research method it means that what procedure we used to do research. This clarifies the research method for evaluating the subject. In general there are different research methods including historical, descriptive, experimental, and quantitative and correlation research method, which their usage is different. In general research methods are classified based on a) the research goal and, b) data collecting (Bazargan *et al.*, 1998, 1991).

This research is application based on the goal and correlation decretive based on process.

We used Allan and Mayer questionnaire to evaluate the organizational commitment. Moreover, we used Lee and Allen questionnaire to study the organizational behaviour. Our sample here is Ilam Payame Nour University staffs that include 283 individuals, that 163 individuals were chosen randomly using Cochran's formula as the sample size.

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Data Analyzing

Inferential statistics was used to analyze data. Pierson test was used to confirm or reject the research hypothesis.

The main hypothesis: it seems that there is a meaningful relation between organizational commitment and organizational citizenship behaviour among staff at Ilam PayameNour University.

H₀: there is no meaningful relation between the organizational commitment and OCB among the staff at Payame Nour University.

H₁: There is a meaningful relation between the organizational commitment and OCB among the staff at Payame Nour University.

Table 1: Pearson correlation coefficient for main hypothesis

Variable	Significant Level	The correlation coefficient	Number
Organizational Commitment OCB	0.000	0.782	163

Considering the correlation coefficient in table 1 which is 0.782 and since the significant level of test 0.000 is less than 0.05 certainly we can say that there is a meaningful relation between the organization commitment and OCB.As a result the H₁ Hypothesis will be valid. So, there is a positive relation between these two variables.

First hypothesis: It seems that there is a meaningful relation between the emotional commitment and OCB.

H₀: There is no meaningful relation between the emotional commitment and OCB.

H₁: There is meaningful relation between the emotional commitment and OCB.

Table 2: Pierson correlation coefficient for the first hypothesis

Variable	Significant Level	The correlation coefficient	Number
Emotional commitment OCB	0.014	0.404	163

Considering the correlation coefficient in table 2 which is 0.404 and since the significant level is less than 0.05, we can certainly say that there is a meaningful relation between the emotional commitment and OCB which means H₁ is confirmed and considering the correlation coefficient which is 0.404 we can say that there is a positive relation between two variables. It means that if the emotional commitment increases, the OCB will increase too.

Second Hypothesis

It seems that there is a relation between the stable commitment and OCB

H₀: There is no meaningful relation between the stable commitment and OCB.

H₁: There is a meaningful relation between the stable commitment and OCB

Table 3: Pierson correlation coefficient for the second hypothesis

Variable	Significant Level	The correlation coefficient	Number
Stable commitment OCB	0.000	0.658	163

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As you can see in table 3 the significant level 0.000 which is 0.05 less than the minimum significant level and r which is 0.658 we can certainly say that there is a meaningful relation between the stable commitment and OCB.

Third Hypothesis: It seems there is a meaningful relation between the normative commitment and OCB.

H_0 : There is no meaningful relation between normative commitment and OCB.

H_1 : There is a meaningful relation between normative commitment and OCB.

Table 4: Pierson correlation coefficient for the Third hypothesis

Variable	Significant Level	The correlation coefficient	Number
Normative commitment OCB	0.01	0.574	163

Considering table 4 correlation coefficient is 0.574 and significant level in this test is 0.01 as a result there is a relationship between these two variables. So H_0 is rejected and H_1 is accepted.

Discussion and Conclusion

The positive influence of organizational commitment of the organization performance is shown very well. Organizational commitment plays a very important role related to individual identity.

Citizenship behaviour can facilitate the relationship between the staff and the students and people will voluntarily help each other with problems and difficulties. Moreover, they will do their best to obtain the long term goals in and toward the organization.

Organizational commitment is considered as an emotional and mental dependency which causes the staff at Payame Nour University feel satisfied as a result improves the performance of organization and cooperation very well. Also these staff will do more voluntary activities that create more satisfied students and clients.

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