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EXAMINING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE SOCIAL SECURITY BRANCHES OF KHORRAMABAD

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ABSTRACT

Citizens as individuals make of different communities and individuals working in organizations, organizational citizenship behavior influenced the culture of the organization. The purpose of this study was to investigate the relationship between organizational culture and organizational citizenship behavior and social organization of the city of Khorramabad. The population includes employees of two subsidiaries of the city 124 people; among them the table Morgan Krjisy and 94 women were selected as samples. Questionnaire to measure organizational culture and Dennison questionnaire was used to measure organizational citizenship behavior questionnaire Padsakf. Descriptive research, the results of the correlation coefficient using t-test for independent groups, and Pearson was analyzed results. Between organizational culture dimensions of work engagement, consistency, adaptability and mission, there is a significant correl.

Keywords: *Organization Cultural, Organizational Citizenship Behavior, Organization Social Security*

INTRODUCTION

The managers are all trying in order to obtain more efficient in bureaucratic system to maintain the organization's hierarchy, thus the relations between people are superficial and unreliable, but in democratic and value system the relations among people are true and reliable. In such an environment, the people are treated with dignity and the organization and its members are given the opportunities as taking to be developed as possible; accordingly, the value system of democratic is increasingly paying attention to all citizens and now their importance as a significant source is being understood. Its behavior can be considered very important; so many researchers have focused on the analysis of organizational behavior (Ahmadi, 2011). The organizational citizenship behavior of employees in organizations would be affected by the culture of those organizations. Informal organizational aspects are of the opinions, beliefs, values, credence, norms, emotions (anger, fear, hate, love, etc.) the group interactions and communications that are simply not visible. Stephen (2008) believes that individuals have a consistency of character, based on which their attitude and behavior can be predicted. The organization like human possesses features that can be intimate, creative, innovative, or conservative. Based on them, the attitudes and behavior can be predicted of whom working within the organization. The purpose is the organization has a system variable cannot easily be defined and the individuals used similar words and expressions in introducing the organization, we call this as an organizational culture (Khodaei, 2010).

The Problem Statement

Within the primary schools of management, the people were evaluated with the behaviors are expected in the job descriptions and qualifications but today it is going beyond; these behaviors are considered by the concepts of pro-social behavior, beyond role behavior, context performance, spontaneous behaviors and organizational citizenship behaviors (ocb), today these are accounted for an innate component of the performance management and have entered into the organization's various aspects (Mehdzadeh, 2011).

Defining organizational citizenship behavior conceptually:

The OCB is a new concept in organization and management literature, but many different definitions were presented. Below mentioned are few of them: One of the primary definitions that have been accepted by many scholars, the body is raised. He argues that organizational citizenship behavior is an individual and voluntary not to be designed directly by the formal reward system of the organization, yet,

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to promote the effectiveness and efficiency of organizational performance (Cohen and Cole, 2004, quoting Islami and Sayar, 2008).

Based on the study of Applebaum *et al.*, (2004), OCB set is of behaviors are voluntary and optional, that not of the part of the persons' official duties, however, that conducted by them and improves the functions and roles of the organization (Islami and Sayar, 2008).

Organizational citizenship behaviors are to identify the tasks or behaviors for which employees are responsible and they show them, but often ignored by organizational systems. These behaviors, although will be fully measured by traditional assessments of job performance or even sometimes ignored, should be considered that are very effective in improving organizational effectiveness (Biestock *et al.*, 2003). Thus it can be concluded that in general, organizational citizenship behaviors include behaviors beyond their job description and are carried out by individuals voluntarily and optionally in improving business and acquisition of organizational goals. The study provided the organizational citizenship behavior based on the theory of the Organ (1988) and its dimensions are: 1. Humanism, 2. Loyalty, 3. Magnanimity, 4. Conscientiousness, and 5. Respectability; and by using questionnaires by Padsakov (2000) including 20 questions based on Likert Spectrum.

One of the factors affecting OCB is the organizational culture in this research it has been trying to determine the organizational culture of Khorramabad's Social Security Organization and then its employees' organizational citizenship behavior; and the relationship between Denison model-based organizational culture and Organ model-based OCB (1988) is examined as in the main hypothesis; the organizational culture, in such an relationship, is investigated by the model above with OCB through sub-hypotheses. According to Denison, it will be entitled the organizational culture by the basic values of beliefs and the hypotheses are within organizations and behavioral patterns arise from shared values and symbols stating the relation and connection of assumptions, values and behavior of the organization members (Moemeni and Pourkar, 2010). Strengthening organizational citizenship behaviors to communicate effectively, reduction of workload, adhering to the organization, participation of employees, and flexibility of its services etc. would be of the important issues that in relation to the employees' working behavior have been not regarded or underestimated by the organizations and institutions such as Social Security Organization. In this study, we want to answer the question is there a relationship between the organizational culture and OCB of Khorramabad's Social Security Organization?

How Necessary to Study

The organizational culture can assist an organization in achieving its goals. Any planning should be considered to achieve the goals of the organization by cultural elements because doing anything without the knowledge of the organizational culture can result in unintended consequences. In companies with a culture of empowerment, the employees feel to be more committed to the values and organizational goals and make their organizational behavior forward in accordance with (Khodaei, 2010).

Generally due to lack of attention to the organizational culture, the people's beliefs and values if it doesn't lead to absolute failure and make reaching the goals and vision blocked, numerous obstacles, at least, can be created in the organization's trend and a lot of energy is lost to solve the problems caused by the objectives confrontation with the traditional organizational culture loss of. As available evidence suggests that the organizational culture is as a complex phenomenon, which also has an important role in its trend, development and transformation. So, when not having sufficient knowledge of its own organizational culture along with dimensions and indicators, the organizations do encounter much more difficult in practice. Hence, the culture identification would help the managers utilize the strengths and advise the necessary practices for tackling the weaknesses, with full knowledge and visibility to the organization's atmosphere (Rahiminia and Alizadeh, 2009). According to Steve Williams, the behaviors that beyond the requirements are benefit for the organization and the role described are projected as an inevitable necessity for organizational effective performance, this necessity pronounced more when today's organizations realize the maximum performance of intra-organizational human resources and delivery of high and superior quality services and good relationship with the environment which is crucial and as a priority mission of many organizations is visible. So, the various organs, especially organizations that

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need a major jump in entrepreneurship in third-world countries, should provide the basis for the organizational culture so that their employees and managers, with free will, operate all experience, capabilities and capacities to promote the organizational goals. It is not possible unless the principles and rules related to organizational citizenship behavior become identified and the ground is provided to implement it which is necessary. The employees' paying attention to it is one of the very important platforms that can improve their beyond-role behavior (Sheikh, 2011). Today, most managers want the employees who work over the duties into their own job explanation. They are looking for workers who will go beyond expectations and by their own desire and will make behaviors that are not a part of their official duties career. Generally, those behaviors that influence the effectiveness of the organization's operation, has attracted the attention of researchers and managers. In the past, the researchers in their studies to examine the relationship between employment practices and the organizational effectiveness would mostly consider often the intra-role performance of the personnel; but OCB involves the employees' optional behaviors are not considered directly by the reward system and increase the overall effectiveness of the organization (Tabarsa and Raminmehr, 2010). In addition to the importance of the present study in application, we can say that this due to the lack of domestic studies and the importance of research field in today's organizations, especially the Social Security can help to solve the poor status of the working behavior and ultimately provide quality services to people and the organizations' addressee, so it is essential to do.

The Research Hypotheses

- Major hypothesis

There is a relationship between dimensions of the organizational culture and the organizational citizenship behavior of the Social Security Organization of Khorramabad.

- Sub-hypothesis

1. There is a relationship between engaging in employees' work and their organizational citizenship behavior in the Social Security of Khorramabad.
2. There is a relationship between the employees' compatibility and their organizational citizenship behavior in the Social Security of Khorramabad.
3. There is a relationship between adaptability of employees and their organizational citizenship behavior in the Social Security of Khorramabad.
4. There is a relationship between employees' mission and their organizational citizenship behavior in the Social Security of Khorramabad.

Background of the Researches

Result of the study by Khodaei (2010) under "Evaluation of relationship between the organizational culture and the employees' commitment of rural WWC of Lorestan" suggests that there is a significant relationship between the organizational culture and the organizational commitment.

Result of the study by Momeni and Pourkari (2010) under "Evaluation of the relationship between the organizational culture and enabling the employees of Engineering and Gas development corporate of Iran showed that there is a significant relationship between the organizational culture and psychological enabling, as well as between dimensions of the working involvement, mission, compatibility, adaptability, and psychological enabling.

The result of study by Barkhourdari (2010) under "Evaluation of the relationship between character dimensions and the organizational citizenship behavior among managers of public schools in malayer" suggests that there is a significant relationship between the character dimensions including mental race, extraversion, conscientiousness, acceptability and amount of the OCB; but not between the flexibility and the organizational citizenship behavior. Result of the study by BahariFar *et al.*, (2010) under "The relationship between moral values, organizational justice, organizational commitment, organizational citizenship behavior and ethical behavior among employees of Tehran University and Payam-noor University Showed that the moral values influenced positively procedural justice and distributive justice, they influenced positively the individual's organizational commitment, it influenced positively ethical behavior and it influenced positively aspects of generosity and humanism of OCB.

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Result of the study by Meymand and Harandi (2010) under “Evaluation of the relationship between self-efficacy of the employees and the incidence of organizational citizenship behavior among the cultural management staff of Ministry of Science and Research and Technology, Ataollah Harandi,” suggests a direct correlation between self-efficacy of the employees and the OCB and its dimensions.

Result of the study by Rahmanzadeh (2010) under “Evaluation of relationship between organizational culture and the use of information technology and communications among staff and teachers in the education in region 1 of Khorramabad suggests that there is relationship between the organizational culture and the use of information technology among school staff and junior high school and secondary school teachers, but not between the organizational culture and the use of information technology among elementary school teachers.

Gillespie *et al.*, (2008) have assessed the relationship between the organizational culture and customer satisfaction in the construction industry and car dealers. Dennison models are used for their understanding of organizational culture; the results show that the highest scores in the construction industry was obtained in dimension of being involved and in mission dimension and the lowest in the adaptability. As well about car dealers, the highest score was on the compatibility and lowest score on adaptability.

Result of the study by Mohanty Jagannath translated by Rezai (2012) under “The relationship between organizational culture and OCB” suggests that the organizational culture can stimulate in different ways citizenship behavior of employees in organizations, and OCB are expressing the culture experience of workplace and many people are trying to institutionalizing the organizational citizenship behavior among employees; and it can be thought to the culture principles enhancement by a leader of the organization who could regard the organizational citizenship behavior across all sectors (Mowla’ii, 2012).

The Research Theoretical Framework and Analytical Model

Due to operational definitions and empirical research findings referred, the research theoretical framework is a conceptual pattern based on the theoretic relationship between the relevant factors and variables affecting the research topic are derived from the research literature including Daniel Denison’s theory-based organizational culture and the organizational citizenship behavior based on the theory of Organ.

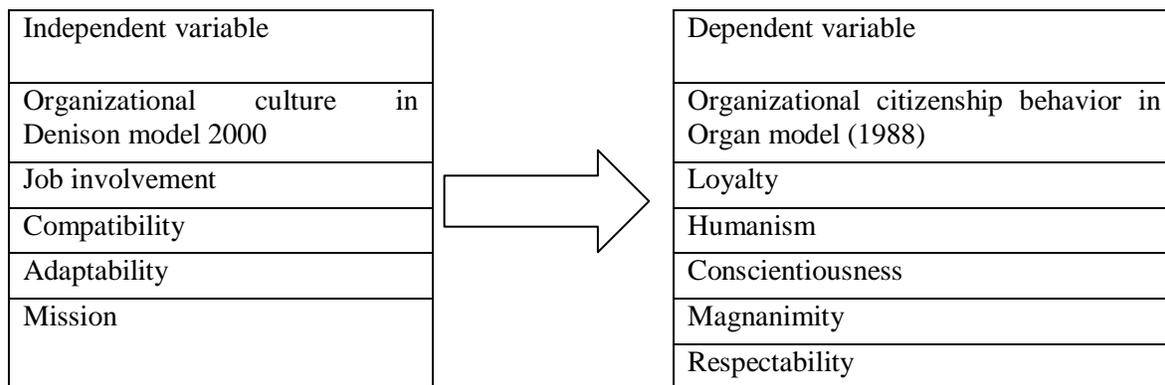


Figure 1: Conceptual Model of Research

MATERIALS AND METHODS

Research Methodology

Since this study aims to identify the relationship between the organizational culture and the organizational citizenship behavior, thereby it is a practical and correlated-type descriptive, in terms of the objective and data collection method, respectively.

The Statistical Population

The research statistical population consisted of all personnel of the branches of Social Security Organization of Khrmabad consisting of two branches that 77 people are work in branch 1 and 47 people in branch 2, respectively, and a total of 124 workers are employed.

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The Sample Size

Due to the size of the statistical population (124 people) and the sample size according to Morgan-Kerjenci Table is by 94 that 58 people from branch 1 and 36 people from branch 2.

The Sampling Technique

The sampling technique is a categorized random sampling to determine the social security organization's sample employee; the branches 1 and 2 are our categories.

Data Collection Method

In this research, two questionnaires include "organizational culture of Dennison model" consists of 4 dimensions and 60 items, and "OCB of Padsakov (2000)", consisting of 5 dimensions and 20 items.

Methods of Data Analysis

In order to data analysis in the following statistical methods were used:

- * Descriptive statistics methods such as mean, standard deviation and percent and frequency
- * Dependent T-test for comparison of different groups
- * Analysis of the correlation coefficient between variables and their dimensions
- * Stepwise multiple regression to determine the contribution of each independent variable on the explanation of dependent variable changes
- * Levine test (test for equality of variance) was used to compare variables between case study on male and female employees.

Analysis of the Hypotheses

Main Hypotheses

To examine the relationship between two variables, the organizational culture and the organizational citizenship behavior, Pearson's correlation coefficient was used. Pearson correlation coefficient was calculated between the organizational culture and the organizational citizenship behavior (+0.483) is significant at the alpha level 0.01 ($P < 0.01$), therefore, H_0 hypothesis, indicating no a significant relationship between them, is rejected and H_1 hypothesis, indicating a significant relationship, is confirmed. So it has been said that with high confidence 0.99 there is a significant positive (direct) between the organizational culture and the organizational citizenship behavior, and this means that when increasing scores of the organizational culture, the organizational citizenship behavior scores also increases, so the main hypothesis is confirmed.

The Research First Hypothesis

Pearson correlation coefficient were calculated between engaging in work by the personnel and the organizational citizenship behavior (+0.414), is significant at the alpha level 0.01 ($P < 0.01$), thus the hypothesis H_0 indicating no significant relationship between the two variables is rejected and H_1 hypothesis indicating a significant relationship, is confirmed. So it has been said that with high confidence 0.99 there is a significant positive (direct) relationship between engaging in work by the personnel and the organizational citizenship behavior and this means that when increasing employee engagement scores, scores related to the organizational citizenship behavior increases, this hypothesis is confirmed.

The Research Second Hypothesis

Pearson correlation coefficient were calculated between the compatibility of employees and the organizational citizenship behavior (+0.376), is significant at the alpha level 0.01 ($P < 0.01$), thus H_0 indicating no significant relationship between these variables is rejected and H_1 hypothesis indicating a significant relationship is confirmed. Therefore, it is implied that there is a significant positive (direct) relationship between the compatibility of employee and the organizational citizenship behavior, and this means that when increasing the employee's compatibility scores, the organizational citizenship behavior scores also increases, so the hypothesis is confirmed.

The Research Third Hypothesis

Pearson correlation coefficient were calculated between the adaptability of employees and the organizational citizenship behavior (+0.449), is significant at the alpha level 0.01 ($P < 0.01$), thus H_0 indicating no significant relationship between these variables is rejected and H_1 hypothesis indicating a

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significant relationship is confirmed. Therefore, it is implied that there is a significant positive (direct) relationship between the adaptability of employee and the organizational citizenship behavior, and this means that when increasing the employee’s adaptability scores, the organizational citizenship behavior scores also increases, so the hypothesis is confirmed.

The Research Fourth Hypothesis

Pearson correlation coefficient were calculated between the mission of employees and the organizational citizenship behavior (+0.467), is significant at the alpha level 0.01 ($P < 0.01$), thus H_0 indicating no significant relationship between these variables is rejected and H_1 hypothesis indicating a significant relationship is confirmed. Therefore, it is implied that there is a significant positive (direct) relationship between the adaptability of employee and the organizational citizenship behavior, and this means that when increasing the employee’s adaptability scores, the organizational citizenship behavior scores also increases, so the hypothesis is confirmed.

Comparison of the Organizational Culture and its Dimensions among Male and Female Employees

In order to compare the scores of the organizational culture and its dimensions among male and female employees, it was used the Levine test (test for equality of variances) and independent t-test (test of equality of means) and the results are shown in Table 1.

Table 1: Results of t-test of the independent groups to compare the organizational culture and its dimensions between male and female employees

Variables under study	Gender	Descriptive indicators			Levine test (test for equality of variances)		Independent t-test (test for equality of means)		
		Number	Mean	S.D	F-statistics	Significance level	t-statistics	Degree freedom	Significance level
Organizational culture	Male	56	174.2679	36.00782	1.215	0.273	0.782	92	0.436
	Female	38	168.7895	28.62690					
Engagement in work	Male	56	45.2857	9.89346	1.803	0.231	1.561	92	0.122
	Female	38	42.3421	7.38617					
Compatibility	Male	56	42.6607	10.58004	0.315	0.576	0.746	92	0.547
	Female	38	42.0789	9.29801					
Adaptability	Male	56	42.6607	9.22108	0.164	0.678	0.464	92	0.644
	Female	38	41.7895	8.49215					
Mission	Male	56	42.7895	10.09640	0.101	0.751	0.040	92	0.968
	Female	38	42.5789	9.35958					

According to the results of Table 1, the values obtained from significance level Levine test are all more than 0.05 ($P < 0.05$), which suggests homogeneity (equality) of variances in scores between the two groups under comparison. On the other hand, the values obtained from the significance levels and t-statistics indicate no relationship between the organizational culture and its dimensions among male and female employees ($P > 0.05$).

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Comparison of the OCB and its Dimensions among Male and Female Employees

In order to compare the scores of the OCB and its dimensions among male and female employees, it was used the Levine test (test for equality of variances) and independent t-test (test of equality of means) and the results are shown in Table 2.

Table 2: Results of t-test of the independent groups to compare the OCB and its dimensions between male and female employees

Variables under study	Gender	Descriptive indicators			Levine test (test for equality of variances)		Independent t-test (test for equality of means)		
		Number	Mean	S.D	F-statistics	Significance level	t-statistics	Degree freedom	Significance level
OCB	Male	56	77.1786	8.13099	0.131	0.718	1.387	92	0.169
	Female	38	74.8684	7.61283					
Humanism	Male	56	16.2500	2.65090	0.329	0.567	0.205	92	0.838
	Female	38	16.1316	2.89614					
Loyalty	Male	56	15.4286	1.69338	0.216	0.644	0.867	92	0.388
	Female	38	15.1053	1.88579					
Respectability	Male	56	11.6607	2.43667	0.661	0.418	2.556	92	0.012
	Female	38	10.4211	2.10060					
magnanimity	Male	56	16.7500	2.65090	0.445	0.506	1.056	92	0.294
	Female	38	16.1842	2.39205					

According to the results of Table 2, the values obtained for significance level of Levine test are all more than 0.05 ($P > 0.05$), which suggests homogeneity (equality) of the variance on the scores of the two groups under comparison. On the other hand, the values obtained for the significance levels and t-statistics indicate that except respectability there is no significant difference between male and female employees for other variables ($P > 0.05$). But on respectability, the mean of male employees' scores (11.66) is more than the mean of female employees' score (10.42) ($P < 0.05$).

RESULTS AND DISCUSSION

Research Findings

- The results show that there is a significant relationship between the organizational culture and the organizational citizenship behavior of the employees of the branches of the Social Security of Khorramabad. Since the conceptual model of organizational culture is the research basis in terms of Daniel Denison (2000), the results are consistent with result of Gillsepi *et al.*, (2008), Moebeli *et al.*, (2000), Rahimnia and Alizadeh (2009), Ardalan *et al.*, (2008), Monavarian (2009). We can conclude that the more the paying attention to the organizational culture, the greater the employees are trying to perform OCB.
- The research first sub-hypothesis "there is a significant relationship between engaging in work of the personnel and the organizational citizenship behavior of employees of Khorramabad Social Security Organization" is confirmed. On the other side, the calculated coefficient of determination ($R^2 = 0.17$) indicates that 17% of the variations (variance) on the organizational citizenship behavior is connected to engaging in work of the personnel. The result is consistent with the result of Ardalan *et al.*, (1387) and Yilmaz *et al.*, (2008).
- The research main hypothesis "there is a significant relationship between the adaptability and the organizational citizenship behavior of the employees of Khorramabad Social Security Organization" is confirmed. On the other side, the calculated coefficient of determination ($R^2 = 0.14$) indicates that 14% of the variations (variance) on the organizational citizenship behavior is connected to the employees' compatibility. The result is consistent with result of Yilmaz *et al.*, (2008).
- According to the results obtained, there is a significant (direct) relationship between the adaptability of employees and the organizational citizenship behavior, and this means that when increasing the adaptability of employees' scores, scores on the organizational citizenship behavior increases, the main hypothesis "there is a significant relationship between the adaptability of employees and the

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organizational citizenship behavior of the Social Security of Khorramabad” is confirmed. The result is incompatible with result of Gillsepi *et al.*, (2008) having the lowest scores on the adaptability and of Bielmaz *et al.*, (2008) having the highest scores on the adaptability, but consistent with Mobeli *et al.*, (2005) and Monavarian (2007).

- Considering a significant positive (direct) relationship between the mission of employees and the organizational citizenship behavior, this means that when increasing the scores related to the employees’ mission, the organizational citizenship behavior scores also become increased, the main hypothesis "there is a significant relationship between the employees’ mission and the organizational citizenship behavior of the Social Security of Khorramabad" is confirmed. According to the results, the Social Security Organization's mission serving different the insured sectors to be contracted makes employees achieve organizational goals indicate the organizational citizenship behavior more. The findings are consistent with result of Beylmaz *et al.*, (2008) Mobeli *et al.*, (2005) and Ardalan *et al.*, (2008) by the highest score on the mission dimension. According to the results of the mission dimension is of the highest correlation coefficient and the compatibility dimension, the lowest.

Suggestions

- With careful planning, full training of knowledge, insights and perceptions of the employees from the organization and its goals go up to increase the organizational citizenship behavior of employees.

- Organization of Social Security shall authorize the employees as much as to be able to enhance their ability in working by some creativity and initiative to and their sense of ownership and responsibility become further towards the organization.

- Khorramabad Social Security Organization for making stability and integrity among the employees take some values into consideration which establish identity and shared and organizational expectations such as employing and lending more facilities until they take some steps into its organization when doing the beyond-role behavior.

- Employees at all levels of management of the presidential offices and authorities of the sectors reach agreed when conflicts and different style.

- Social Security organization along with the developments in the makes some changes in themselves and procedure to increasing services and satisfying addressee and become equipped with new systems and advanced technology such as remote employees premium receiving and installing the new hardware.

- Understand and identify customers and insured and employers’ needs; and considering their critiques and suggestions make efforts to tackle the problems of retirees and annuitants and contractors and employees of agencies and companies for their satisfaction and put the motto “the customer always is right” in front their eyes.

- Goals of Social Security, achieving a knowledge-based, efficient, sustainable, integrity and accountable organization in order to promote human dignity and help to realize justice makes possible via improving the quality of life and improving the livelihoods and health of the insured persons and their families.

In this respect, it requires that Social Security branches of Khorramabad by offering directions of the goals and objectives and the participation of all employees and providing a common vision and the organization’s future attract the thoughts and hearts of human resources to be accompanied to make the organization achieved the desired situation on the certain time.

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