

## PREDICTING EMPLOYEE JOB PERFORMANCE BASED ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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### ABSTRACT

The main aim of the present study was to evaluate the predictive role of organizational citizenship behavior in relation to employee job performance using a descriptive-correlational research design. To this end, a sample of 109 respondents (66 males and 43 females) was selected via simple random sampling from middle managers in Shiraz Telecommunication Company in 2014. The instruments used in this study were Hersey and Goldsmith's Job Performance Questionnaire and Organ and Konovsky Organizational Citizenship Behavior Questionnaire. The collected data were assessed by using descriptive statistics (mean, standard deviation, and Pearson correlation coefficient) and inferential statistics (multivariable regression analysis) with SPSS Software. The results showed that organizational citizenship behavior, ( $P = 0.0001$ ) is able predict the employee job performance. It was also found that employee job performance can be improved by reinforcing their organizational citizenship behavior. The model under study was also found to be generalizable to the research population.

**Keywords:** *Job Performance, Organizational Citizenship Behavior*

### INTRODUCTION

#### **Introduction and Statement of the Problem**

Today, with the dramatic growth of various aspects of technology, human resources are seen as the most valuable resource of the organization. The importance of human resources development and training and the impact of management on human resources has led to the improved efficiency and ultimately enhanced organizational performance and the emergence of a variety of strategies and approaches to increase the efficiency of human resources. In addition, human resources are known currently as the most important capital of the organization. Although it is assumed that human resources are produced more easily than other resources of production, it should be mentioned that absorption, maintenance, and protection of this working capital is unexaggeratedly is a challenging and demanding task that can be done only by a few managers. Organization and being organized is an inseparable element of human life (Ghahraman, 2005; cited in Moradi, 2008). Job performance refers to the knowledge and ability to perform specific tasks, which requires alertness in using techniques, special instruments, and having practical competence in actions and behaviors (Saatchi *et al.*, 2012).

Organizational staff can play an important role in improving the quality of their organization. They do so by their altruistic behavior with fairness, courtesy, good temperament, and a sense of duty. In other words, organizational citizenship behavior is one of the indicators that can improve the employee job performance and lead organization to the realization of its goals (Sohrabi *et al.*, 2010).

To put it another way, by investigating components of organizational citizenship behavior, institutions can create an environment that encourages such behavior and facilitates its development and overcome its barriers (Jamali *et al.*, 2009).

Job performance can be defined as a set of values expected by the organization about individual actions committed by an individual in a standard time period. Besides, performance is a behavioral trait and a behavior consolidated by several distinct behaviors that occur during a given time period (Shokrkon, 2010).

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A thing that always preoccupies managers' mind is how to identify an employee or a group of employees who have the best performance and this makes them pay greater attention to the concept of organizational citizenship behavior (Shokrkon *et al.*, 2001).

One of the early definitions presented by Oregon (1988) and acknowledged by many researchers states: "Organizational citizenship behavior refers to optional staff's behaviors that are not included in their official responsibilities and not considered by the organization formal rewarding system but improving the overall organizational effectiveness.

Good corporate citizen is a thought and idea which refers to a variety of employees' behaviors, such as accepting additional responsibilities and duties, following the organization's rules and procedures, maintaining and developing positive attitudes and patience, and tolerating dissatisfaction and problems at the workplace. According to organizational theories, organizational citizenship behavior certainly contributes to competition and organizational performance (Zarei *et al.*, 2006).

As organizational citizenship behaviors can improve organizational performance, organizational effectiveness, customer satisfaction and loyalty, social capital and the like, its opposite i.e. anti-citizenship behaviors can inhibit the organization's function reducing its effectiveness and undermining its reputation which may have negative consequences for the society (Gholipour *et al.*, 2007).

### **Significance of the Study**

Management and Employees as executive forces of companies in every country are considered as the most important capital of the country that moves its great economic, political, social, and cultural wheels. Job performance improvement is one of the most important objectives sought by organizations' managers which promotes the national economy and enhances the quality of products and services offered by the organization. In addition, reinforcing organizational citizenship behaviors and enhancing staff's abilities may result in employees' improved performance and organizational productivity growth (Mohammadi, 2003).

Job performance plays an important role in the effectiveness and efficiency of the organization and the achievement of the goals in the short term and the development and survival of the organization in the long term. Furthermore, job performance is very effective for the development of the organization and its competition with other organizations in the competitive market (Moshksar, 2010).

Organizational citizenship behaviors include behaviors such as altruism, conscientiousness, respect for others, sportsmanship, and forgiveness beyond formal behaviors that are pre-defined by the organization. Such behaviors are not directly rewarded and not recognized by formal structures but they play a significant role in the organization's performance success (Hui *et al.*, 2001; cited in Yahya-Zadeh *et al.*, 2012).

Over the past eight decades, assessing and improving employee job performance has been always at the top of the management planning. One of the most important factors that can employ employees' behaviors, attitudes and interactions to improve the quality of services is organizational citizenship behavior (Hui *et al.*, 2001; cited in Qasemi, 2014).

Borman and Motowidlo (1993) proposed that staff's organizational citizenship behaviors can be employed to improve the organization's overall performance. They argue that the reason is that citizenship behaviors are not directly supported by the organizational technical core but they are supported by the social environment where there is a technical core (Mahdad, 2006).

Given the sporadic researches and what can be inferred from them, it seems that job performance and motivation can be improved by reinforcing organizational citizenship behaviors. This makes psychological factors involving in job motivation and performance more pronounced and thus directly and indirectly affects personal and organizational growth and national economic development. Besides, it is possible to take some actions in order to qualitatively improve job motivation and performance among employees' community.

### **Literature Review**

Results of a study by Nelson and Cooper (2001) showed that team-based organizational citizenship behavior had a positive correlation with performance ratings by customers. It was also noted that

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customer-related organizational citizenship behavior had a positive significant correlation with customer-related performance.

Podsakoff *et al.*, (1997; cited in Spector, 2006) in a study on 40 working group at a paper factory found that higher level of organizational citizenship behavior among group members are associated with higher total productivity and lower defects. The results of another study by MacKenzie *et al.*, (1991; cited in Spector, 2006) indicated that there is a slight relationship between objective sales performance and organizational citizenship behavior.

Using regression equations, path analysis, and structural equation modeling, Soltani *et al.*, (2013) showed that perceived organizational support and empowerment alone do not impact job performance. However, organizational citizenship behavior as operates an effective mediator of perceived organizational support and psychological empowerment with job performance.

Chavoshi and Hashemi (2013) observed that organizational citizenship behavior affects improved employee job performance and ocd can be reinforced in order to take advantage of extra-role behaviors and consequently employee job performance within the organization. A study conducted by Qasemi (2014) concerning realization of goals and gaining competitive advantage through human capitals in service organizations in Tehran indicated that in a causal hypothesis, organizational citizenship behavior affects job performance at 95% confidence level. Finally, results of a study by Yahya-Zadeh *et al.*, (2012) showed that organizational citizenship behavior has a positive significant cant impact on organizational performance at University of Mazandaran.

## MATERIALS AND METHODS

### Method

A descriptive-correlational research design was used in this study to explore the predictive role of organizational citizenship behavior with regard to employee job performance.

### Population and Sampling

The research population included all 110 middle managers in Fars Telecommunication Company who had 10 to 20 years of service in Shiraz. A sample of 110 respondents was selected using simple random sampling based on Morgan table. Considering the respondents' attrition, the final sample consisted of 109 respondents (66 males and 43 females).

**Table 1: Respondents' demographic data in terms of gender and marital status**

Gender	Married	Single
Female	40	3
Male	60	6
Total	100	9

### Instruments

Two instruments were used in this study to collect the data:

1. Job performance: Hersey and Goldsmith's Job Performance Questionnaire was used to measure the respondents' job performance. It contains 16 items and 7 subscales.
2. Organizational citizenship behavior: Organ and Konovsky's (1989) Standard Organizational Citizenship Behavior Questionnaire was employed to measure the respondents' organizational citizenship behavior. The questionnaire contains 15 items and 5 subscales (altruism, conscientiousness, sportsmanship, civil behavior, and courtesy and consideration).

Reliability values of the instruments calculated through Cronbach's alpha in this study were as follows: total job performance (0.758), total organizational citizenship behavior (0.773), altruism (0.481), conscientiousness (0.365), sportsmanship (0.489), civil behavior (0.479), and courtesy and consideration (0.742).

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### Data Analysis

The collected data were assessed by using descriptive statistics (frequency, total, mean, standard deviation, and Pearson correlation coefficient) and inferential statistics (multivariable linear regression analysis) with SPSS Software (Version 18).

## RESULTS AND DISCUSSION

### Results

**Table 2: Descriptive statistics for respondents' organizational citizenship behavior and its subscales**

Maximum	At least	Standard Deviation	Average	Total	Variable name	Row
58	39	5/33	51/5	5614	Job performance (total)	1
71	37	7/54	57/15	6230	OCB (total)	2
15	4	2/94	8/35	911	Altruism	3
15	6	2/78	11/52	1256	Conscience	4
20	13	2/59	16/05	1750	Chivalry	5
15	6	2	13/5	1472	Civil behavior	6
10	5	1/57	7/71	841	Politeness and consideration	7

**Table 3: Correlation coefficient between research variables**

7	6	5	4	3	2	1	Row	Variable
						1	1	Job performance (total)
					1	0/797**	2	OCB (total)
				1	0/574**	0/381**	3	Altruism
			1	0/154	0/724**	0/445**	4	Conscience
		1	0/38**	-0/133	0/541**	0/417**	5	Chivalry
	1	0/230**	0/281**	0/42**	0/694**	0/697**	6	Civil behavior
1	0/395**	0/230**	0/429**	0/293**	0/666**	0/743**	7	Politeness and consideration

\*\* :  $P < 0/01$

**Table 4: Results of synchronous multiple linear regression for organizational citizenship behavior components**

dF	F	R <sup>2</sup>	P(Sig)	t	B	Predictor variables	Changing criterion
5	86/27	0/787	0/0001	7/21	14/94	Constant	Job performance
			0/0001	9/22	1/68	Politeness and consideration	
			0/0001	7/53	1/09	Civil behavior	
			0/676	0/42	0/043	Conscience	
			0/0001	4/06	0/435	Chivalry	
			0/103	1/64	0/158	Altruism	

\*\* :  $P < 0/01$

### Discussion and Conclusion

The main research hypothesis in this study stated that organizational citizenship behavior components can predict employee job performance.

The above hypothesis was tested using synchronous regression analysis. As can be seen in Table 3, organizational citizenship behavior components such as courtesy and consideration, civil behavior, and sportsmanship ( $P = 0.0001$ ) are able to predict employee job performance. Besides,  $R^2$  value in the same

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value suggests that 78.7% of variations in employee job performance can be explained by courtesy and consideration, civil behavior, and sportsmanship as organizational citizenship behavior components. This finding can be explained by the fact that managers in a bureaucratic system do their best to achieve greater performance while maintaining pyramidal hierarchy within the organization. Therefore, there are some superficial and unreliable relations between members of the organization. In contrast, in a value-based humanistic and democratic system; relations among people are truthful and reliable. In such an environment, the organization and its members are given the opportunity of making progress to the extent possible. Accordingly, citizens in the democratic value system receive increasing attention. Now that the importance of citizens as one of the most important resources is recognized, their behavior can also be considered important and that is why many researchers have tried to analyze citizenship behavior. In general, citizenship behavior is a valuable and useful behavior that is committed voluntarily by people. Thus, as study such behavior within the organization known as organizational citizenship behavior is considered of high significance (Eslami & Sayyar, 2007).

According to Oregon (1988), organizational citizenship behavior is voluntary individual behavior not directly designed by formal reward systems in the organization. However, such behavior results in improved organizational effectiveness, efficiency, and performance (Cohen and Cole, 2004). As such, it can be suggested that managers' behaviors, creating incentives conducive to the progress, and paving the way for employee progress can strengthen organizational citizenship behavior; leading to employee job performance development.

In addition organizational citizenship behavior as one of the new concepts of organizational behavior management that focuses on managers' and employees' extra-role behaviors plays a crucial role in the organizational process and transforming the traditional environment into a dynamic and efficient environment. Therefore, by empowering their employees and providing the necessary training in the field of behavioral science and organizational citizenship behavior in particular, managers can take a major step in increasing and improving employees' job and organizational performance (Nezhad and Ebrahim-Zadeh, 2011).

Organizational citizenship behavior as an organizational idea and paradigm demands the organization's leaders and managers to think of their organization as a nation and consider creating organizational citizenship as a voluntary commitment with regard to objectives, practices, and ultimately the organization's and employee's performance achievement as the major challenge for managers. Organizational citizenship behavior also requires leaders and managers to promote a feeling of attachment with the organization which amounts to civic virtue as a common practice within the organization (Ramezani *et al.*, 2013). Therefore, it seems that this culture building can create a type of healthy, respectful, and altruistic relationships in the competitive environment in the organization; resulting in the growth of culture, values, and enhanced employee job performance. Besides, since organizational citizenship behavior is among meta-role behaviors in the organization, it cannot be communicated to employees. As such, by showing organizational citizenship behaviors, top managers can promote organizational citizenship behavior as a culture among staff through observational learning. In summary, organizational citizenship behavior can be promoted and objectively assessed within the organization by changing and developing employees' attitudes based on their emotions and values. Besides, the organization is able to move towards the realization of its goal by improving employees' performance.

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