



The relationship between organizational citizenship behavior and Staff productivity
(Case study: air travel and tourism agencies in Tehran)

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Abstract

In today's complex and competitive world, the importance of Staff behavior, especially in service organizations is not secret. Undoubtedly Staff has unique role in achieving the goals and gain competitive advantage. Unfortunately, anti-citizenship behaviors (hypothyroidism, aggressive...) in organizations such as the most important problem of the present age that organizations pay more attention to this issue and human resource professionals seek to reduce such attitudes and increase behaviors that it entails more benefits for the organization. The present study is based on previous studies examining the association between organizational citizenship behavior and productivity of travel agents staff of Tehran. The present study regarding practical purposes, in terms of data is quantitative. The research method descriptive - survey is considered and in terms of the relationship between variables, is correlational. Also in this study, multivariate regression was used to assess the effectiveness of independent on dependent variables. In this paper for measuring organizational citizenship behavior standardized questionnaire of Organ and Konovsky and to measure staff productivity Hersey and Goldsmith standardized questionnaire is used. The population includes a number of travel agencies in Tehran. The number of surveyed travel agencies is 70 that applied through travel agencies comprehensive handbook of 2014-2015 that altogether about 550 staff are working at these agencies. by using Morgan table sample size of 225 staff determined, Sampling was done randomly and total of 300 questionnaires distributed and finally 228 questionnaires have been studied. The results showed that aviation agencies have studied in terms of staff between organizational citizenship behavior and staff productivity have a significant relationship.

Keywords: organizational citizenship behaviour, human resources productivity, social capital

Introduction

Today, organizations in a dynamic environment, full of uncertainty and turbulent are working. In recent years, changing external conditions and atmosphere of the organization, developing new technologies and world economic growth has led to significant competition and rapid changes in the nature of work organizations and their staff. In today's competitive world, organizations are continually searching for new ways to maximize the performance and their staff effort, such circumstances to reveal their needs for valuable generation of staff, a generation that are as (organizational soldiers) referred (Zeynabadi and colleagues, 1999: 76). There are now strongly believe that efficiency performance of organization to a large extent depends on their staff effort that exceeds defined requirements of role. These efforts to go beyond the role and expectation in organization literature and management, Meta role behaviors or organizational citizenship behavior is referred (De Pauli, Moran, 2001, p. 425). These Staff is no doubt, distinguishes effective from non-effective organizations (Podsakoff & et al., 2000: 516). Because they know organization as their homeland and to fulfill its objectives, without expectation acted in addition to their official role and do not withhold any effort. (Zynabadi and Behrangi, 2008: 76). As a result, today's organizations need people who are willing to challenge the existing norms and not acceptable for them to perform activities in a usual manner, as well as people who accept responsibility for their actions) Thompson, 1999, p. 290). OCB, has created a revolution in the field of organizational behavior. It certainly makes sense that innovative, flexible, productive organizations are responsible in the survival and success. One of the most factors that can help behaviors, attitudes and staff engagement in order to provide better quality services, its organizational citizenship behavior (Hui et al., 2001: 991). As can be seen organizations, especially organizations of Third World countries, which requires a major leap in increasing efficiency should provide context so that their Staff and managers willingly, all the experience, capabilities and capacities to identify and promote organizational goals and Necessary conditions to implement such behaviors be provided (Moghimi, 2005)

According to a growing number of studies on organizational citizenship behavior (OCB), there is no study to examine the relationship between organizational citizenship behavior and productivity of Staff in the aviation agencies. in this paper, mutual interaction of Staff productivity and organizational citizenship behavior will be examined.

Literature Review

This section aims to explain and describe better the organizational citizenship behavior and its consequences in an organization. Therefore, in the continuation of the OCB concept, human resource productivity, social capital is expanded.

Organizational citizenship behavior

However, organizational citizenship behavior term first time by the Batman and organ (1983) was introduced, but this concept of Barnard writings (1938) on willingness to studies and cooperate of Katz and Kahn (1964-1966) is resulted in the spontaneous performance and behavior and exceed expectations of the role (Kakhki, 2008: 118).

OCB with phrases like good soldiers, arbitrary behavior, voluntary behavior and behavior is defined and new wave has created in new organizational knowledge, especially in the organizational behavior (Garg & Rastogi, 2006, P.541). Organizational citizenship behavior causes group and organizational interests preferred over individual interests (Morman and Belki, 1995: 129) that has an important role in organizational effectiveness (De Pauli and Moran, 2001: 420). In general, the numerous definitions of around this issue is offered, (1990) but organ definition considered more comprehensive between these definitions. Morgan believes that organizational citizenship behavior, is individual and voluntary behavior that is not designed directly by the formal reward system in organization, however enhance the effectiveness and efficiency of organizational performance (Appelbaum, 2004: 17, Cohen, 2004: 6). Organ knows organizational citizenship behavior as positive measures to improve the productivity of Staff and cohesion in the workplace that is beyond organizational requirements (Hudson, 2002, p. 70). In general, organizational citizenship behavior is vital for the survival of the organization. According to theorists like organ, OCB can maximize efficiency and improve organizational effectiveness performance (Murphy, 2002: 288). Some of the results we have achieved with the implementation of this type of behavior in the organization are: increase of productivity management and Staff, helping coordinating activities both within and between work groups, strengthen the ability of organizations to attract and retain qualified Staff, increase the stability of organizations, empowering organizations to more effectively adapt to the changing environment. (Podsakoff 2000, pp. 543-546. (

Organizational citizenship behavior dimensions

There is no consensus about organizational citizenship behavior. Podsakoff survey (2000) showed that almost 30 types of organizational citizenship behavior are recognized that in some cases there is great concept overlap between them (Weiner, 2001: 89_100). Podsakoff et al 2000 dimensions of citizenship behaviors, helping behaviors, organizational compliance, sportsmanship, organizational loyalty, Personal initiative, Civic Virtue, own development and Fareh et al. 1997 Civic Virtue, altruism, Conscientious, interpersonal harmony, protect of organizational resources described (Abili, khodayar, Hayat, Ali Asghar, Choopani, Haider, Asmi, Keramat, 2010: 4). Perhaps the most prestigious division of components for OCB provided by Organ in 1988 that is used in various studies. Organ (1988) is considered organizational citizenship behavior that consists of five dimensions:

- 1) Civic Virtue, an organizational behavior that represents the behavior of individual participation in social life of organization. Such as participation in extracurricular activities in times of no serious need for the person, read books and magazines, promoting change, increase public information to improve knowledge of Staff.
- 2) Conscientiousness, including behaviors, beyond the requirements defined by the organization in a work environment such as work after office hours for the benefit of the organization, working in bad conditions, such as disease.

3) Altruism, are the beneficial actions like caring and intimacy that helps to solve the work problems of organization Staff.

4) Sportsmanship, patience in the face of adversity and inevitable difficulty of the work and avoid the complaints.

5) Courtesy, sensitivity to the impact of personal actions that related to the fate of others (Maroczy and Jan, 2004: 3). Organ After enumerating these dimensions, implying that all five dimensions of citizenship behavior may not emerge at the same time, ie the people who we think has the duty dimension may not always be altruistic and devoted (Castro, 2004: 141).

The concept of human resources productivity

One of the popular theories in the field of Evaluation Indicators of affecting factors on productivity of human resources, was owned by Hersey and Goldsmith, That According to this theory, human resource productivity, including seven indicators or variables that are related to effective performance management:

1-Ability (knowledge and skills): The term Knowledge is referred to the skills and ability of staff to accomplish a task successfully.

2-Clarity (perceived or imagined role): Clarity is referred to the understand and accept how, where and how to do it, for that followers to have thorough understanding of the problem should goals and how to achieve these goals and objectives and objectives priorities and goals for them be clear and explicit.

3- Help (organizational support): The term help is referred to the organizational help or support that followers to complete effectiveness of their job requires it. Some of the factors of organizational support are: budget, facilities and equipment necessary to complete the task, the necessary support from other circles, the availability of the product and its quality and adequate reserve of human resources.

4. Incentive (Incentive or desire) the term incentive is referred to the follower's task, or incentive or completing an analyzed specific task successfully. In evaluating the incentive must not forget that many people are not equally motivated to complete all assignments. People desire is more to complete assignments that have intrinsic or outdoors rewards.

5-Evaluation (training and performance feedback): If people are not aware of their performance problems, expecting to improve the performance is unrealistic. People before they are formally evaluated, should be aware of their informal regularly evaluations. The reason of many performance problems is lack of training and performance feedback. Having problems in evaluation indicates that in daily feedback there has been lack about effective or non-effective performance.

6-Validity (valid and legal acts of Staff): The term validity is referred to the Suitability and legality of manager's decisions about the human resource.

7-Environment (environmental balance): The term environment is referred to the external factors that could even despite having the ability, clarity, support and incentive for the job, have effect on performance. The key elements of environmental factors include: competition, changing market conditions, government regulations, logistics and such a thing as (Hersey and Blanchard, 1999).

Social capital

Social capital is those features of organizations such as norms, social networks and mutual trust that will facilitate Individuals participation in order to achieve common interests. This organizational behavior creates relationships based on trust and collaboration between Staff organizations. Pundits is remembered social capital as the glue that holds people together and express this behavior creates a more effective informal control and decrease illicit activities and increase facilitation Proceedings in organizations. Organizations that have high levels of social capital are Successful than other competitors that have lower levels of social capital flowing in the organizations (Dehghani et al., 2014: 36).

Research hypotheses

The main hypothesis

There is relationship between organizational citizenship behavior and staff productivity of travel agencies.

Sub hypothesis

1. There is a relationship between Civic virtue and staff productivity of travel agencies.
2. There is a relationship between conscientious and staff productivity of travel agencies.
3. There is a relationship between altruism and staff productivity of travel agencies.
4. There is a relationship between the Sportsmanship and the staff productivity of travel agencies.
5. There is a relationship between courtesy and staff productivity of travel agencies.

Diagram 1. Conceptual Model of Research

Research methodology

This study in terms of purpose and terms of collecting data, is descriptive and in terms of the relationship between variables is correlational. This research is a survey form.

Analysis of research findings

In the Analytical research method, organizational citizenship behavior, is the independent variable and the dependent variable is the productivity of human resources. In order to examine

the relationship between organizational citizenship behavior and labor productivity needed information collected through the use of two types of questionnaires. To assess the organizational citizenship behavior Organ and Konovsky questionnaire (1996), a questionnaire of 15 questions with five points Likert rating scale that have 5 components of conscientiousness, altruism, civic virtue, sportsmanship and respect with alpha 71% is used and for human resources productivity assessment "Achieve" standardized questionnaire of Hersey and Goldsmith, Likert scale questionnaire of 42 questions with the components of ability, clarity, help, incentive, evaluation, validity and environment with alpha Krumbach 92% is used. The validity of questionnaire with experts and professors Comments is obtained and questionnaire distribution was conducted using random sampling method. The population of this research, according to research variables, including some staff of travel agencies is central Tehran. These travel agencies according to applied comprehensive handbook of travel agencies 70 number is intended that a total of 550 staff are working on them. By using Morgan table, the sample size of 225 staff determined. Sampling was done randomly and in total 300 questionnaires distributed, and finally 227 questionnaires have been studied. 82.4 percent of sample are women and 17.6 percent are men have formed. Out of which 149 were single, 72 married and 6 are without wife. Of the 227, 0.4% have a degree in elementary education 27.3% have a diploma and 46.3% BS and 6.6% MA. in terms of work experience 21.1% less than 1 year, 29.1% one to three years, 21.1% four to five years, 28.6% have more than five years.

Frequency percent	position	Row
Person 2(0.9%)	CEO	1
Person 14(6.2%)	Internal Manager	2
Person 14 (6.2%)	technical manager	3
Person 27 (11.9%)	Accountant	4
Person 30 (13.2%)	Sales Manager	5
Person 140 (61.7%)	Counter	6

Findings analysis

In this section collected data are based on assumptions is studied

Data normalization

This test is performed to evaluate the normality of statistical data. Null hypothesis of normal distribution of responses and hypothesis 1 of non-normal distribution of responses to the questionnaire. At Confidence interval 0.01 due to the Sigma bigger than confidence interval of 0.05, (Sigma 0.493) the null hypothesis of normality of the data accepted.

Main hypothesis of research: whether there is a correlation between organizational citizenship behavior and staff productivity of travel agents?

Table (1)

Significance level	Pearson correlation coefficient	Standard deviation	Dependent variable	Indepent variable
0.01	0.482	0.00	Staff productivity	OCB

According to Table (1) at a significance level of 0.01 there is a correlation between the independent variable of organizational citizenship behavior and productivity of staff. The obtained correlation coefficient is 0.482.

The first sub- hypothesis of study: Is there a correlation between Civic Virtue and staff productivity?

(2) Table

Significance level	Pearson correlation coefficient	Standard deviation	Dependent variable	Independent variable
0.01	0.406	0.00	Staff productivity	Civic virtue

According to Table (2) at a significance level of 0.01 there is a correlation between the Civic virtue variable and productivity of staff. The obtained correlation coefficient is 0.406.

The second sub-question: Is there a correlation between Consciousness and productivity of staff?

(3) Table

Significance level	Pearson correlation coefficient	Standard deviation	Dependent variable	Independent variable
0.01	0.322	0.00	Staff productivity	Consciousness

According to Table (3) at a significance level of 0.01 there is a correlation between the conscientious variables and staff productivity. The obtained correlation coefficient is 0.322.

The third sub-question: Is there a correlation between altruism and staff productivity?

(4) Table

Significance level	Pearson correlation coefficient	Standard deviation	dependent variable	independent variable
0.01	0.234	0.00	Staff productivity	Altruism

According to Table (4) at a significance level of 0.01 there is a correlation between independent variable of altruism and Staff productivity. The obtained correlation coefficient is 0.234.

The fourth sub-question: Is there a correlation between sportsmanship and Staff productivity?

(5)Table

Significance level	Pearson correlation coefficient	Standard deviation	Dependent variable	Independent variable
0.01	0.05	0.387	Staff productivity	Sportsmanship

According to Table (5) at a significance level of 0.01 there is no correlation between sportsmanship variables and Staff productivity. Standard deviations higher than 0.05 at significance level of 0.01 rejects correlation Hypothesis.

The Fifth sub-question: Is there a correlation between Courtesy and Staff productivity?

(6)Table

Significance level	Pearson correlation coefficient	Standard deviation	dependent variable	independent variable
0.01	0.527	0.00	Staff productivity	Courtesy

According to Table (6) at a significance level of 0.01 there is a correlation between the Courtesy independent variable and Staff productivity. The obtained correlation coefficient is 0.527.

Multivariate regression analysis: multivariate regression between the independent variable (OCB) and dependent (Staff productivity) is performed.

In the regression analysis of multivariate regression with Step by step method is used. In this way, all the independent variables step by step entering in the regression equation. there no correlation between the Pearson correlation analysis of Sportsmanship factor with staff productivity variables and in the regression analysis this lack of correlation has been determined and not entered in regression equation. After removal of Sportsmanship factor, standard coefficient of independent factors is like the following table

(7)Table

Sig	R2	R	Impact factor	Independent variables
0.00	5%	23%	23%	(Altruism) empathy
0.00	12%	35%	63%	(Altruism) empathy
			28%	Consciousness
0.00	23%	48%	5%	(Altruism) empathy
			24%	Consciousness
			34%	Civic virtue
0.00	34%	58%	20%	Consciousness
			18%	Civic virtue
			39%	Courtesy

In the first stage empathy factor was entered into the regression equation. In the second stage Consciousness was entered into the equation. In the third stage Civic virtue was entered into the equation. Finally, in the last stage Courtesy was entered into the equation.

2R shows 5% of the staff productivity by empathy variable with impact factor of 23% is explained.

2R shows that 12% of the staff productivity by empathy variable with impact factor of 63% , Consciousness with impact factor of 28% is explained.

2R shows that 23% of the staff productivity by empathy variable with impact factor of 5% , Consciousness with impact factor of 24% and civic virtue with impact factor of 34% is explained.

2R shows that 34% of the staff productivity by the Consciousness variable with impact factor of 20% and civic virtue with impact factor of 18% and courtesy with 39% is explained.

Among the independent variables, sportsmanship variables are not entered to the equation. Meaning that in the case of the above variables, sportsmanship factor has no effect on staff

productivity and empathy variable even with confirmed Correlation after the arrival of other variables comes out of the equation. Sigma more than 0.05 at significance level of 0.01 is confirming the null Hypothesis means impact becoming zero of at least one of the factors in the regression equation

Conclusions and Recommendations

Citizenship behaviors are behaviors that not mentioned directly in the formal reward system of organization, and is usually regarded as voluntary. Since OCB is considered as extra role behaviors in the organization, as a rule not communicable and enforceable to subordinates. However, have a key role in activity of organizations that one of the most important result is increased staff productivity. The results showed that in terms of studied staff of aviation agencies, there is a correlation between independent variables of organizational citizenship behavior and staff productivity and there is a correlation between the civic virtue variables, altruism, courtesy, conscientious and staff productivity. In study the Pearson correlation, the sportsmanship factor has no correlation with the dependent variable of staff productivity and in the regression analysis the lack of correlation is identified and not entered in the regression equation.

This means that in the case of the above variables, sportsmanship factor has no effect on the staff productivity and empathy variable despite the confirmation of Correlation after the arrival of other variables comes out of the equation. Sigma more than 0.05 at a significance level of 0.01 confirming the null hypothesis and means impact becoming zero of at least one of the factors in the regression equation. Other variables (conscientious, Civic virtue, Courtesy) has a positive impact on staff productivity of airline agencies. Therefore, it is recommended that administrators of airline agencies through adequate training classes and workshops in the field of organizational citizenship behavior among staff to strengthen their organizational citizenship behavior. In the end, not useless to note that since this study is based on quantitative research methods, looking at things from the perspective of an objective, tangible and has been explained.

In some organizations, we see that staff for fear of negative consequences resulting from inappropriate assessment regarding organizational issues afraid to provide transparency and accurate answers to questions, and self-assessments. Therefore, in such cases the use of qualitative research or exploratory mixed can have great impact on improving the results and the generalizability of the results.

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