IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF SOCIAL SECURITY EMPLOYEES OF TEHRAN

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ABSTRACT

In this research deliberation, The influence of organizational culture on OCB (Organizational Citizenship Behavior) Development has been studied as the aim. It is descriptive research and has benefited of Survey Method. The research instrument are organizational culture of steven robbins questionnaire’s with 85% stability and research questionnaire made by OCB with 72%. The number of samples are 216 people of social security’s employees of Tehran. That Have been selected in stratified proportional method. For data analysis were used descriptive and inferential statistical method like pearson correlation and structural equations, Findings from structural equations shows that organizational culture have most influence on organizational loyalty development. Moreover, the organizational culture has a positive impact on altruism development, work conscience, organizational participation, propriety And organizational compliance.

KEYWORDS: Organizational Culture, OCB (Organizational Citizenship Behavior).

INTRODUCTION

Behaviors of employees have important impact on effectiveness of operations organization and have attracted researchers and many managers attention. There is a difference between in role performance and extra role performance that researchers give importance for the impact of extra role performance on in role performance. The OCB is the most common conceptualization and operation that accomplished about extra role performance (Bateman & Organ, 1983, p. 12).

The research conducted mainly is 3 types. One series of research have focused on the forecast and an experimental test of OCB causer factors. In this context factors such as job satisfaction, organizational commitment, organizational identity, organizational justice, trust, types of
leadership, leader and follower relation are proposed as OCB causer factors. On the other hand one series of researches have focused on OCB outcomes. In this context factors such as organization operation, organizational performance, organizational success, customer satisfaction, customer loyalty, socially fund are proposed (Gholipour, 2004, p. 14-22). Also few researches group exclusively have focused on OCB concept and have a new definition of OCB specify that dimensions or make standardized scales for measurement of this concept by the help of factor analysis method.

The present research is from the first type. In fact such an approach is corresponding with A → B model. It means that A as causer factor causes B as behavior.

In present research the organizational culture has been studied as an effective factor on OCB development.

THEORETICAL FOUNDATIONS

ORGANIZATIONAL CULTURE

Each organization has a character that called organizational culture. The organizational culture from one direction is a factor that linking of the internal components of organization and on the other is the factor of separating organization from other organizations (Ke Wei, 2008, p 211). Moreover it is causer of lifestyle in organization due to it is the most common infrastructure of organizational behavior. Moreover the organizational culture is one of the important operations that it’s effect finally are emitted in operation that is related to performance of organization members (Askarian, 2006, p. 89-95; Elizabeth, 2012).

On the other, organizational culture is the most important elements of each organization that associated with thought and member act and each speech and behavior take thence from that and clearly distinguish two type of formal organizational culture and informal from each other. Regardless of dissociation of these two cultures, whatever gives energy to member and necessary heat for compatibility to external environment and internal integration are informal organizational culture (Askarian, 2006, p. 6; Wang, 2011).

Because this culture is so associated with thought, feeling and member act that each speech, opinion and a behavior take thence from that (Alvani, 2007, p. 48 ).

Whereas visual symbols of organizational culture like language, ceremony, discipline are easily visible and accessible the deeper section and non-appearance of organizational culture isn’t easily available (Gholipour, 2004, p. 218).

Thus like Barnard and O Reilly can be described organizational culture to polar iceberg that formal section is on water and informal section is under water (Arab Salmani, 2003, p 50).

In new and emerging organizations it is likely to could gave specific from organizational culture from planning, selection and socialization and also enlisting from symbols and the exact programmed slogans (Abdoli, 2004, p 18).
ORGANIZATIONAL CITIZENSHIP BEHAVIOR

First proposed theorist about OCB were been performed by Barnard in 1938. Their based refers to the concepts such as willingness to cooperate (Zarei Matin, 1998) and innovative and spontaneous behaviors (Katz & kahn, 1978).

One of the newest definitions about OCB was introduced by Robbins & Judge. The OCB is a behavior based on personal discretion that isn’t a part of job requirement of employee but yet It will cause of organizational effectiveness increase for the interest of stake holders satisfy (Robbins, 2007; Charlotte, 2011, p. 301).

About OCB dimensions there aren’t agreement between researchers yet. The dimensions like magnanimity and forgiveness, organizational loyalty, follow the instructions, individual innovation, work conscience, personal development, politeness and considerate, civil behavior, altruism and … have been considered in different researches as OCB dimensions (Padsukoff, 2000).

In this research OCB is composed of seven dimensions: altruism, magnanimity, work conscience, organizational partnership, propriety, organizational information and organizational loyalty.

Altruism is helping coworkers for completing work in unusual organizational situation. Such as employees that helps new comers or low-skill (Ning et al., 2012).

Magnanimity was defined as ability of employees in their conformity with difficulties and work place conflicts without protest or oral complaint.

Work conscience refers to the actions of employees in order to perform organizational task effectively in higher level of specified job essentials or whatever expected to them.

For examples, person present on time to work. Takes maximum advantages of working time and don’t waist much time for resting.

Organizational partnership is manifested by involvement in organizational affairs like attendance in meetings and awareness of current organizational issues (hannes and et al, 2013).

Propriety is civilly behaviors that avoids create a problem in work place. Also this component related to the sensitivity of the amount of personal actions effectiveness on another fate (Talat et al., 2013).

Organizational obedience is form OCB fundamental concepts that is the results of internalize and accepted organizational rules provisions and procedures even in absence of monitoring. The employees that obey the all provisions and instructions as conscionable even in absence of monitoring official control situation they are considered as a good organizational citizenship (Khaled, 2012).
Organizational loyalty was defined as adherence of organization and their leaders. This dimension is included voluntary behaviors that introduce the employees such as positive and finally bring benefits to organization. Organizational loyalty includes confirmation, protection and defense of organizational goals (Fattahi, 2007).

A CONCEPTUAL FRAMEWORK OF RESEARCH

In this research the following conceptual mode was designed in order to reviewing methods of organizational culture on OCB.

FIGURE 1. CONCEPTUAL MODEL OF RESEARCH
RESEARCH HYPOTHESES

MAIN HYPOTHESIS

Organizational culture has a significant effect on OCB of social security employees of Tehran.

SUB-HYPOTHESES

1-Organizational culture has a significant effect on OCB of social security employee altruism development of Tehran.

2- Organizational culture has a significant effect on OCB of social security employee magnanimity development of Tehran.

3- Organizational culture has a significant effect on OCB of social security employee work conscience development of Tehran.

4- Organizational culture has a significant effect on OCB of social security employee partnership development of Tehran.

5- Organizational culture has a significant effect on OCB of social security employee propriety development of Tehran.

6- Organizational culture has a significant effect on OCB of social security employee organizational obedience development of Tehran.

7- Organizational culture has a significant effect on OCB of social security employee organizational loyalty of Tehran.

RESEARCH METHODOLOGY

Since the aim of this research was the determination of causality between the variables of organizational culture and OCB, present research is from applications aim and methods collection of descriptive information and from correlation type and based on the structural equation model. The structural equation model is a comprehensive approach for testing the hypothesis about the relation between observed variables and hidden variables. Through this approach can be test the acceptable of theoretical models in specific communities. Since most of the available variables in management researches are latent and hidden, the necessity to use these models is further day to day (Hooman, 2009, p 11). So in this study were used the structural model for expression of desired relations and hypothesis test.

TOOLS FOR DATA COLLECTING

In this research used two questionnaires that are based on studied variables as data collecting that designed respectively 30 questions for organizational culture and 21 questions for OCB. For organizational culture has been used the Robins questionnaire and for OCB has been used Research questionnaire that is consolidated of some internal and external questionnaire.
In order to reliability assessment was completed 30 questionnaires by social security employee of Tehran preliminary and was calculated Cronbach’s alpha coefficient that obtained %85 for organizational culture and %72 for OCB. These numbers show that questionnaires have necessary reliability.

For determined the validity of questionnaire research aims and hypotheses were disposal the specialists to express their opinions about that. According to opinions collection the final questionnaire was formed.

**POPULATION**

All of the social security employees of Tehran included the population of this research. According to Morgan’s table the samples designated of 216 people then selected poporation randomly.

**DATA ANALYZING**

Before deliberation and testing hypotheses since the need to use structural equation model is correlation between variables and the calculation from Kolmogorov-Smirnov test has emphasized the normality of population in order to determination the correlation between organizational culture and OCB were used. After ensuring of existence of correlation research hypothesis are testing by structural equation model.

**FIGURE 2. STRUCTURAL EQUATION MODEL AFTER FITTING DATA WITH ASSUMED MODEL ACCORDING TO STANDARD COEFFICIENTS**

![Structural Equation Model](image-url)
FIGURE 3. STRUCTURAL EQUATION MODEL AFTER FITTING DATA WITH ASSUMED MODEL ACCORDING SIGNIFICANT NUMBERS

TABLE 1. CHARACTERISTICS OF SUITABILITY OF MODEL

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>$\chi^2/df$</th>
<th>RMSEA</th>
<th>NFI</th>
<th>CFI</th>
<th>GFI</th>
<th>AGFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Hypothesis</td>
<td>2/14</td>
<td>0/103</td>
<td>0/90</td>
<td>0/91</td>
<td>0/90</td>
<td>0/58</td>
</tr>
<tr>
<td>First sub-hypothesis</td>
<td>2/31</td>
<td>0/087</td>
<td>0/92</td>
<td>0/94</td>
<td>0/91</td>
<td>0/86</td>
</tr>
<tr>
<td>Second sub-hypothesis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Third sub-hypothesis</td>
<td>2/22</td>
<td>0/076</td>
<td>0/95</td>
<td>0/96</td>
<td>0/92</td>
<td>0/87</td>
</tr>
<tr>
<td>Forth sub-hypothesis</td>
<td>2/26</td>
<td>0/077</td>
<td>0/94</td>
<td>0/95</td>
<td>0/92</td>
<td>0/86</td>
</tr>
<tr>
<td>Fifth sub-hypothesis</td>
<td>2/33</td>
<td>0/079</td>
<td>0/93</td>
<td>0/95</td>
<td>0/91</td>
<td>0/86</td>
</tr>
<tr>
<td>Sixth sub-hypothesis</td>
<td>2/07</td>
<td>0/071</td>
<td>0/96</td>
<td>0/98</td>
<td>0/94</td>
<td>0/90</td>
</tr>
<tr>
<td>Seventh sub-hypothesis</td>
<td>1/89</td>
<td>0/065</td>
<td>0/96</td>
<td>0/99</td>
<td>0/94</td>
<td>0/91</td>
</tr>
</tbody>
</table>
TABLE 2. HYPOTHESIS TEST

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main hypothesis</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Sub hypothesis 1</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Sub hypothesis 2</td>
<td>Rejected</td>
</tr>
<tr>
<td>Sub hypothesis 3</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Sub hypothesis 4</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Sub hypothesis 5</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Sub hypothesis 6</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Sub hypothesis 7</td>
<td>Confirmed</td>
</tr>
</tbody>
</table>

The results of significant coefficients test indicate that all of the factor loadings are markers of organizational culture and OCB expect a meaningful magnanimity. The results of structural equation modeling test show that after the reforms and elimination of un-meaningful magnanimity's marker, all of the factor loadings are marker of organizational culture and appropriate OCB. Meanwhile the impact rate of organizational culture on OCB is 56% that it is noticeable impact. So main hypothesis is approved. The result obtained corresponded with result of the researches of Poudsakaf (2000), Tabarsa (2010), Sohrabizade et al. (2010), Alizade & Shahrani (2008). Also the factor loadings of organizational culture and altruism is evaluation appropriate and according to fitting of indicator can be conducted that organizational culture have 42% positive and meaningful impact on altruism. The magnanimity factor loading is calculated -0.52, so in desired population the magnanimity is not from OCB remarks and should be deleted from model. The results obtained corresponded with results of the research of Danayifard et al. (2008), and Sohrabizade et al. (2010). The results of structural equation modeling calculations is implies organizational culture factor loadings and appropriate work conscience and model fitting of indicator show the third sub-hypothesis research acceptance 52% positive and meaningful impact of organizational culture on OCB work conscience that the results is along with researches results of Barati et al. (2010), Sohrabizade et al. (2010).

Also according to fitting of indicator model the forth sub-hypothesis research accepted and obtained the 42% positive and meaningful impact of organizational culture on organizational partnership during the calculations. The results of fitting of indicator model show the 18% positive and meaningful impact of organizational culture on propriety that thus the fifth sub-hypothesis research is accepted. About the sixth sub-hypothesis research, the results of calculations show the 33% positive and meaningful impact of organizational culture on organizational obedience that is conforming hypothesis desired. Also all of the factor loadings of organizational culture remarks and organizational loyalty was evaluated according to results of appropriate structural equation modeling test and organizational culture impact rate on OCB calculated 57% that is significant amount, thus the seventh sub-hypothesis research is accepted that is along with results of Erick Makin Tash research (2008).
CONCLUSIONS AND PROPOSALS

In fact the organizational culture is a causer of lifestyle in organization due to this it is a most common infrastructure of organizational behavior. In emerging organization it is likely to could gave a particular from culture via planning, selection, socialization and taking advantage continuously from symbols and exact programmed slogans and from this way get direction to OCB employees but in organizations with long and old history such as social security organization it is very difficult effect on organizational culture of the organization, in this organization can takes step with changing the actions and common procedures and method of work performance in way of changing the organizational culture and following this create necessary context for OCB shaping.

It is clearly that if the originator culture is regnant in organization, the employees are encourage to work with each of the coworker on that, performance tasks and schemas and that cause the satisfaction of employees requirements and growth and progress of them. This kind of culture conformed normative or common beliefs, related to progress, self-discovery, altruism and affiliation.

Conducted research knows agent conscience from personality dimensions the most important cause of OCB. Person who have high organizational commitment stay in organization accept that goals and to achieve that goals will try much or devotion and have high work conscience.

Tendency of employees to partnership in organizational affairs will cause the improvement of tasks performance and organizational function. Job enrichment is one of the approaches that via this the employees feels that were noted a lot (Cohen & Vigoda, 2000, p 52), so they upgrade their learned in work places and will affects their job environment via partnership in organizational affairs.

Personality dimensions is the most important person behavior indication factor in organization but moreover when a person knows the organization as a source for supply all the morale and material interests and see his behavior as a factor that affected on organizational interest, then he show more propriety in work place and will prevent to make a problem.

In the even that there is procedurally justice in organization it means that all of the employees are equal for procedures and rules and conditions and all of the employees performance will evaluate, thus they accept all of the rules and procedures in organization and organizational obedience shaped on them.

Also people who have high organizational loyalty have less tendency to leave the duty and absence and it will be possible that a person will benefit from the organization, consider himself in different organizational situation and is satisfied to attend in organization and this affair is possible only with an originator and collectivism culture in organization. In collectivism culture, individual goals and interests have less valued than plural goals. In this manner people have distinguish between inside group and outside group and are completely loyal about their group and they expected that the group support them.
Since in this research has been approved organizational culture on affected of OCB shaped and acknowledge that organizational culture history is amount of organization history but in the organization such as social security that is governmental centralized and rules and conditions are centralization, managements of internal units could change and training the benefits and behavioral patterns of employees with proposal and designing. Moreover the training courses should be considered for training of managements.

Informal groups affected on behavior and attitude of people so managements should identified the desirable informal group and reinforce partnership from encouragement of employees by attending in this groups moreover reinforce the self-regularity and self-assessment from contributing the employees in determination of goals solve the mid-level problems.

Since that originator culture is underlying of reinforce self-controlling, altruism, individual growth, the managements should efforts and planning more for establishment of originator culture. For this tasks should be determined the description of the duties of each job and determined individual goals for each person according to his describing of duties that if achieve them, the person complete with other coworker in addition to satisfaction feelings. Achievement method of these goals could be creative and unique in organizational rules framework that in addition to have sense of independence cause creativity and innovation in employees, because people have a sense of belonging to their job typically work Conscience more will occur on them.

Ministry of social security should use the employees for tenure the activities of organizational units that they are in high level of OCB and the best employment methods of employees in this activities interview is the best of instruments. In performance of interviewing should more emphasized on cooperative and gregarious behavior that become more the probability of selection an employee that are disposed for citizenship behavior indication.

One of the methods that probability increased the OCB of employees is training the organizational supervisors. The employees that their supervisor passed these training course rely more on performance the organizational justice from supervisor and if cause that know themselves more sponsored by organization, That this affair have organizational obedience and organizational loyalty.

Reward system should designed individual and gregarious in addition person encouraged individually they encouraged to attend in gregarious activities and the morale of be strengthened organizational partnership on them.
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