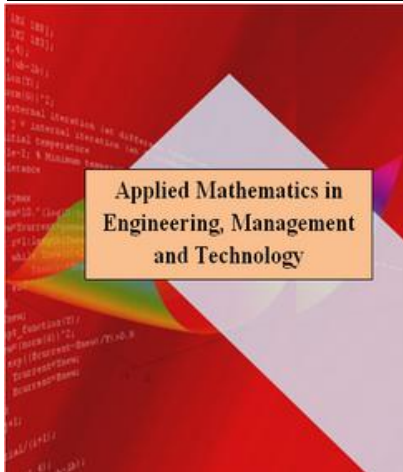


The study of Organizational Citizenship behavior and Staff Performance (Case study: Dana Insurance Company)

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Abstract

Staff activities in the organization are related with the customers. These activities are vital in developing the relationships with the customer and so skills, attitudes and staff behavior is important in this field since finally, people are responsible for service quality. Research methodology is practical and correlational descriptive. Population includes 500 people and participants are 217 staffs of Dana Insurance Company. Data was analyzed and using SPSS software and all the hypotheses were meaningful.

Key words: staff performance, citizenship behavior

Introduction

Staff behavior at work attracted many researchers in recent decades. Different types of behaviors are studied, including the socializing behavior, over-role behavior, citizenship behavior and organizational behavior. The performance and efficiency of the organizations depends on the staff endeavors. In recent years, technological development and economic development of the world economies have had significant effect on staff in order to be able to compete in this condition and meet the customer needs and expectations. One of the reasons for organizational success is to have the staffs who try more than their responsibilities and organizational researchers try to perform their best and their actions are defined as Organizational Citizenship behavior. Staff behavior is one of the necessities in the organization which can be beneficial (Mogghimi, 2012, p. 11).

Statement of the Problem

Review of literature has shown that different attitudes and behaviors of the staff can have positive or negative effect on customers' understanding of organizational service quality. Meaning of organizational citizenship behavior was first mentioned in organizational research literature at the beginning of 1980s and the first tendency was to determine the behaviors and responsibilities which are ignored in measuring staff performance (Gholipoor and colleagues, 2010).

Organizational citizenship behavior is defined as the activities through which people cooperate in long term success of the organizational services and OCB includes the behavioral features which are related to personal innovations. Generally, literature review indicates two main approaches toward defining OCB. Although there is no consensus in defining OCB, but in some organizational researches, it is tried to study its effect on customers' perceptions. Some of the researchers believe that if the staff have a positive understanding of the working environment and the commitment level is high, then it is more probable that they are customer-oriented (Williams et al, 1998). So, by knowing the dimensions of such behaviors, organizations can develop ways to improve the positive perceptions of the customers about service quality and finally step forward in success.

Since the most important aim of the Insurance Company is to provide proper services to the insurer so improving the organizational behaviors and improving the staff performance is one of the main problems of the managers and providing scientific solutions is importance.

In addition, the present study in Dana Insurance Company can be important:

1. Informing the managers and facilitating the management process and getting organizational goals

2. Helping to precise decisions
3. Meeting the staff satisfaction and helping to improve the company performance.
4. Quantitative and qualitative improvement of company services.

Research Area

Topic: the present research studies the relationship between citizenship behavior and staff performance in organizational citizenship behavior.

Time: time area is the first half of 2014.

Location: this research is done in Dana Insurance Company.

Conceptual and practical definition of variables

Organizational citizenship behavior: the behaviors which are under personal control and are not directly recognized by awarding systems but improve the organizational efficiency (Moghimi, 2012, p. 111).

Ability (knowledge and Skills) : the ability in knowledge and management in successfully doing a technique and if there is a problem, there is a solution including the special learning, teaching, official training periods, refereeing the personal responsibilities (Hersi and Belanchar, 2008)

Clearness: it means accepting and understanding how to work and when. In order to have a complete understanding of the problem, the goals and main objectives and how to get them should be clearly defined.

Help (Organizational support) : the term help means the support that is followed for completing the work and some of the factors include: budget, facilities for completing the task and having access to the service and quality.

Motivation: it is related to the task and motivation to complete a task so that it is successfully done. Personal motivation is more about the tasks with internal and external rewards.

Evaluation (training and reflection) : evaluation of the daily performance lets the staff know about the work and if they are not ware, no improvement is obtained .

Reliability: it is about the managers decisions about human resources and managers should be insured about the decisions about people and evaluate their performance and strategies.

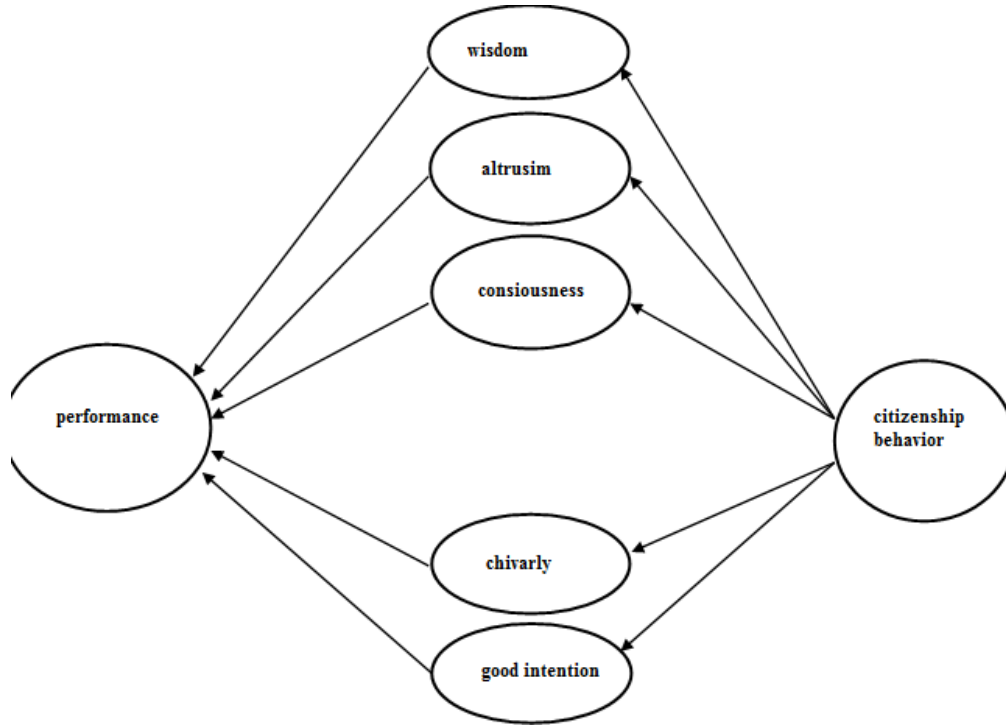
Environment: it is related to the external elements which can be effective even in case of having the ability to present and support or job motivation. Some of the environmental factors include: changing the market, internal instructions and others.

Performance management: some indexes are suggested in this research to measure OCB including: altruism, good intention, consciousness and citizenship wisdom (Jung and Hong, 2178).

Staff performance: it is the results of the organizational actions in case of doing the related tasks in a determined time period (Rezaeean, 2009, p. 217).

Research Model

Source (Jung and Hung, 2178)



Population and Sample

Population of the present research us the all staff of Dana Insurance Company (500) at 0.95 confidence level and 0.05 sample volume which are determined as:

$$n = \frac{500 \times 1.96^2 (0.5)(0.5)}{(500)(0.05)^2 + (1.96)^2 (0.5)(0.5)} = 217$$

Research hypotheses

Main hypothesis: there is a relationship between OCB and staff performance

Secondary Hypotheses:

- There is a relationship between citizenship wisdom and staff performance
- There is a relationship between altruism and staff performance
- There is a relationship between consciousness and staff performance
- There is a relationship between chivalry and staff performance
- There is a relationship between good intension and staff performance

Hypotheses Analysis

H1

variable	index			
meaning	results		staff performance	citizenship wisdom
significant at 5% level	0.615	spearman correlation		
	0.002	sig		
	217	number		

H2

variable		index		
meaning	results			
significant at 5% level	0.328	spearman correlation	staff performance	altruism
	0.032	sig		
	217	number		

H3

variable		index		
meaning	results			
significant at 5% level	0.546	spearman correlation	staff performance	consciousness
	0.002	sig		
	217	number		

H4

variable		index		
meaning	results			
significant at 5% level	0.712	spearman correlation	staff performance	chivalry
	0.000	sig		
	217	number		

H5

variable		index		
meaning	results			
significant at 5% level	0.445	spearman correlation	staff performance	Good intention
	0.000	sig		
	217	number		

Main Hypothesis

Since the relationship between five dimensions of OCB is approved so the main hypothesis based on the relationship between OCB and staff performance is approved, too.

Suggestions

In most cases that customers have unreasonable demands, they have to be informed and it is better to have reports in determined time periods based on their needs and increase the compatibility of needs and services. In order to increase the OCB and preventing anti-citizenship behavior, it is suggested that organizational identity, trust, organizational commitment and leading style to be considered since they are effective in successful organization. However, all of them need experimental research and as they increase, organizational behavior increases, too. So, the consequences of organizational behavior such as customer satisfaction, loyalty and intellectual and social capital and outer prestige increases. So, it is suggested that the organizations improve the points and make them priority.

One of the factors which create a gap in servicing is lack of customer-oriented tendency in managers and weak internal relationship. One of the solutions to the problems is to use the techniques and models of QFD and Kuno model, customer voice and others.

Considering the positive relationship between OCB and satisfaction, testing OCB in employment tests leads to recognizing the highly OCB citizens and applying them in management position.

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