

## Analysis of the Relationship between Employees Performance and Organizational Citizenship Behaviour in the RCS of Markazi Province, Iran

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### Original Article

#### Abstract

**INTRODUCTION:** Citizenship behavior in the field of management and organizational psychology refers to voluntary and informal behaviors and actions taken by employees in order to improve the functioning of the organization, go beyond the regular duties, and are carried out voluntarily without expectation of reward. This study analyzes the relationship between employee performance and Organizational Citizenship Behavior (OCB) in the RCS of Markazi province, Iran.

**METHODS:** In this descriptive-correlational study, the statistical population includes all the employees of the RCS of Markazi province which 130 people were selected as a sample using the Cochran formula. In order to collect data, the standard OCB questionnaire of Organ (1988) and the Job Performance Scale of William & Anderson (1991) were used. The relationship between variables was analyzed using correlation coefficients and regression through SPSS-23 software in two descriptive and inferential sections.

**FINDINGS:** According to the findings, among the 130 participants, 82 (63.1%) and 48 (36.9%) were male and female respectively; the age group of 31-40 had the highest frequency with 57 (43.8%); and 6-10 years of work experience, bachelor's degree level and under -a-contract employment status had the highest frequency with 36 (27.7%), 49 (37.7%) and 51 (39.2%) respectively. However, there are a direct and significant relationship between employee performance and citizenship behavior in the dimensions of "altruism", "conscientiousness", "civic virtue" and "curtsey". The correlation coefficient of organizational performance with the aforementioned dimensions is 0.368, 0.347, 0.233 and 0.397, respectively.

**CONCLUSION:** The results showed that among the dimensions of OCB, "curtsey" and "civic virtue" have the highest and lowest correlations with the "performance" variable. On the other hand, the "chivalry" has no significant relationship with performance. Also, the effect of OCB on employee performance was significant, which can be said that the predictor variable (OCB) is able to explain changes in the "performance" variable.

**Keywords:** Organizational Citizenship Behavior (OCB); Employee performance; Red Crescent Society (RCS).

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#### Introduction

Organizational Citizenship Behavior (OCB) emphasizes voluntary and mutual-assistance behaviors that are outside of formal and transpersonal requirements and is not directly or explicitly recognized in the formal work system. It has various forms of cooperation and helping others that support the social and

psychological context of the organization along with task performance and generally improve the effectiveness of organizational performance. (1&2) The success of an organization is when its members not only perform their primary duties, but also have a willingness to perform additional tasks and use their working time effectively, such as a willingness to cooperate and help each other, play an active role, and provide additional services. (3&4)

OCBs have a positive and significant

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relationship with employee and organizational performance. This means that employees who display more citizenship behaviors perform better in the workplace. (4&5) This relationship could be because these behaviors improve morale and cooperation among colleagues, reduce the need for supervision by managers, and consequently increase productivity and performance. (5)

Various factors can affect the relationship between citizenship behavior and performance including the psychological climate of the organization, leadership by managers and individual characteristics of employees. (6&7)

Empirical evidence shows that citizenship behavior and performance have a two-way relationship, that is, increasing citizenship behaviors leads to improved performance, and conversely, better performance leads to the emergence of more citizenship behaviors in employees. (7) OCBs help improve individual and organizational performance. This relationship can be due to increased collaboration, flexibility, and efficiency in the workplace (8). In today's workplace environment where companies face various challenges, employee performance plays a vital role in the success of the organization; therefore, identifying the factors affecting employee performance is an important issue for researchers and managers. (9&10)

Performance means the quality and manner of functioning of an individual or system. In other words, employee job performance is a specific concept that refers to the way of performing tasks and its improvement is considered the main goal of all organizations, and every organization strives to achieve this improvement. (11&12)

Organizational performance of employees is the result of executive processes and the achievement of organizational goals, and it means performing the tasks assigned to human resources. (13) In other words, employee performance refers to the actual work of individuals based on their job descriptions. (14)

Some changes resulting from learning may be converted into actual behavior due to favorable conditions, which is called performance. Job performance is actually the product and output of individuals in relation to the activities they perform and is in a way, their actual work based on their job descriptions. (15&16)

Although Bateman and Organ first introduced

the construct of OCB, this concept articulated by Chester Barnard, which refers to the willingness to cooperate and spontaneous behaviors beyond expectations. In recent years, terms such as prosocial behavior, extra-purpose behavior, and organizational spontaneity have been used to describe this type of behavior. (17)

These concepts originate from different sources and refer to a general concept that is examined in this study under the title of OCB and include activities that are performed by individuals beyond their formal duties and job descriptions, and although they are not recognized by the organization's formal reward system, they have a positive impact on the organization's overall performance.

In OCB, attention is paid to behaviors that bring many benefits to the organization despite the fact that they are not required by the organization. Organ defines OCB as behaviors under individual control and states that these behaviors are not directly recognized by formal reward systems, but help to increase the effectiveness of the organization's performance. His desired dimensions include: altruism, conscientiousness, chivalry, curtesy and civic virtue. (18)

In the present study, the same five dimensions have been used as the basis for measurement such as *Altruism*: the act of helping colleagues in the performance of their duties when they are in unusual circumstances. *Conscientiousness*: includes behaviors that go beyond the requirements of the organizational role, or what is expected, from the employee in performing duties. *Chivalry*: the tendency to be patient in the face of unavoidable disturbances and work injustices without complaining and also emphasizing the positive aspects of the organization instead of its negative aspects. *Civic virtue*: a behavior that shows attention to participation in the social life of the organization and requires support for the administrative operations of the organization. *Curtsey*: includes behaviors that an individual performs to prevent work problems from occurring in relation to other employees. (19)

In Table 1, some researchers and the results of their studies are given regarding the relationship between employee performance and OCB.

**Table 1.** Some researchers' opinions on the relationship between employee performance and OCB

| Researcher             | Definition  |
|------------------------|---|
| Koochi (2014) (20)     | Teachers' working environment conditions led to increase in job stress and as a result, consequently have a negative effect on OCBs.  |
| Hidayat (2023) (21)    | Predicting employee performance based on the OCB and its components.  |
| Phetsombat (2023) (22) | Investigating the direct and indirect effect of ethics on OCB considering organizational commitment.  |
| Dinka (2018)(23)       | There is a significant and positive relationship between OCB and emotional intelligence with the quality-of-service provision.  |
| Rahman (2018) (24)     | Comparative study of the effects of rewards on OCB on the performance of commercial banks.  |
| Akar (2019) (25)       | Investigating the transformational leadership style in OCB and the quality of teachers' work life.  |
| Bolino (2002) (26)     | Citizenship behavior and the creation of social capital in organizations.   |
| Yang (2014)(27)        | Testing the relationships between three important variables (personality traits, job performance, and job satisfaction) in Chinese employee management, job performance and job satisfaction simultaneously have a strong two-way relationship. |
| Tran(2024) (28)        | Investigating the relationship between leadership behaviors, organizational commitment, job stress, and OCBs in nonprofit school libraries.   |
| DiPaola (2005)(29)     | Creating and strengthening OCBs among teaching staff can be an effective strategy for improving students' academic achievements.  |
| Cutuk (2024) (30)      | Investigating the relationship between internet addiction, psychological resilience, social isolation, and OCB.   |

### Research hypotheses

- There is a relationship between employee performance and OCB in the RCS of Markazi province.
- There is a relationship between employee performance and altruism in the RCS of Markazi province.
- There is a relationship between employee performance and conscientiousness in the RCS of Markazi province.
- There is a relationship between employee performance and chivalry in the RCS of Markazi province.
- There is a relationship between employee performance and curtesy in the RCS of Markazi province.
- There is a relationship between employee performance and civic virtue in the RCS of Markazi province.

### Methods

The present study is of applied type and is descriptive-correlational in nature and method. Data were collected using library resources, databases, document review and two questionnaires including Organ's OCB (1988) and William and Anderson's job performance scale (1991). The questionnaires are anonymous and closed-ended, in which a 5-point Likert scale was used to answer the questions. The statistical population consists of RCS employees of the Markazi province (180 people) and 130 people were considered as a sample using the Cochran formula. Descriptive statistical indicators (frequency, percentage, mean and standard deviation) as well as inferential statistical methods

in the SPSS-23 software environment were used to analyze the data. The statistical tests used include Pearson correlation, bivariate linear regression (simultaneous method) and Kolmogorov-Smirnov normality tests. To assess the validity of the collected information, experts' opinions and approvals were used. In addition, the reliability of this research was obtained by collecting rich data using in-depth interviews, receiving feedback from experts and collecting data from multiple sources. Cronbach's alpha was used to measure the internal consistency of the questionnaire. ( $\alpha=0.82$ )

### Findings

According to the results of the research, among the 130 participants in the study, the most frequent age range was 30 to 40 years and 36 people had 6 to 10 years of work experience. The highest frequency was at the bachelor's degree and under-a-contract employment status. (Table 2)

### Examination of descriptive indices of variables

In this section, descriptive indices including minimum and maximum, mean, standard deviation, skewness and elasticity of all variables were examined. According to the design of the questionnaire based on the 5-point Likert scale and 3 as the average, therefore, the average of each variable is equal to the product of the number of questions related to it in the number 3. If the calculated average is higher, it means that the employees have evaluated themselves in that variable above the average. In addition, the values of skewness and kurtosis are in the range of -1 and -1, which means that the assumption of

normal distribution of the variables has been fulfilled.

According to Table 3, the range of OCB score ranges from a minimum of 41 to a maximum of 70. The average of this variable was calculated as 57.20 and its standard deviation was 5.46.

The calculated average value is 45, which

means that in general, the employees of the RCS of Markazi province have evaluated their OCB above the average level. Also, the values of skewness (-0.002) and kurtosis (-0.024) of the OCB are in the range of -1 to -1, which means that the normality of the distribution has not been violated.

**Table 2.** Results related to demographic variables among the participants in the study

| Gender |            |           | Education          |            |           | Work experience |            |           | Age groups |            |           | Employment type   |            |           |
|--------|------------|-----------|--------------------|------------|-----------|-----------------|------------|-----------|------------|------------|-----------|-------------------|------------|-----------|
| Class  | Percentage | Frequency | Class              | Percentage | Frequency | Class           | Percentage | Frequency | Class      | Percentage | Frequency | Class             | Percentage | Frequency |
| Female | 36.9       | 48        | Diploma & below    | 10.8       | 14        | ≥5              | 17.7       | 23        | 20-30      | 23.1       | 30        | Permanent         | 31.5       | 41        |
|        |            |           | Associate's degree | 27.7       | 36        | 6-10            | 27.7       | 36        | 31-40      | 43.8       | 57        | Contractual       | 26.9       | 35        |
| Male   | 63.1       | 82        | Bachelor           | 37.7       | 49        | 11-15           | 25.4       | 33        | 41-50      | 30         | 39        | Under -a-contract | 39.2       | 51        |
|        |            |           |                    |            |           | 16-20           | 11.5       | 15        |            |            |           |                   |            |           |
|        |            |           |                    |            |           | 21-25           | 7.7        | 10        |            |            |           |                   |            |           |
|        |            |           | Master & above     | 22.3       | 29        | 25≥             | 7.7        | 10        | 51-60      | 2/3        | 3         | No Answer         | 2.3        | 3         |
|        |            |           |                    |            |           | No Answer       | 2.3        | 3         | No Answer  | 0/8        | 1         |                   |            |           |

**Table 3.** Descriptive indices of the OCB variable and its dimensions and descriptive indices of the performance variable (n=130)

| Variables         | Kurtosis | Skewness | St.d | Average (no of questions ×3) | Mean  | Max   | Min   |
|-------------------|----------|----------|------|------------------------------|-------|-------|-------|
| Altruism          | -0.543   | -0.202   | 1.87 | 9                            | 12.44 | 15.00 | 8.00  |
| Conscientiousness | -0.622   | -0.443   | 1.42 | 9                            | 13.67 | 15.00 | 8.00  |
| Chivalry          | -0.060   | -0.002   | 2.40 | 12                           | 13.21 | 19.00 | 7.00  |
| Civic virtue      | -0.173   | -0.060   | 2.13 | 9                            | 11.31 | 15.00 | 5.00  |
| Curtsey           | -0.287   | -0.064   | 2.05 | 6                            | 6.57  | 10.00 | 2.00  |
| OCB (Overall)     | -0.024   | 0.002    | 5.46 | 45                           | 57.20 | 70.00 | 41.00 |
| Performance       | -0.178   | -0.047   | 4.55 | 24                           | 32.97 | 40.00 | 12.00 |

**Table 4.** Results of the normality test for the OCB variable and its dimensions and results of the normality test for the performance variable (n=130)

| Variables         | Kolmogorov-Smirnov |       | Test result           |
|-------------------|--------------------|-------|-----------------------|
|                   | Statistics         | Sig   |                       |
| Altruism          | 0.130              | 0.000 | p<0.05 and not normal |
| Conscientiousness | 0.226              | 0.000 | p<0.05 and not normal |
| Chivalry          | 0.091              | 0.010 | p<0.05 and not normal |
| Civic virtue      | 0.102              | 0.002 | p<0.05 and not normal |
| Curtsey           | 0.132              | 0.000 | p<0.05 and not normal |
| OCB (Overall)     | 0.054              | 0.200 | p<0.05 and not normal |
| Performance       | 0.047              | 0.200 | p<0.05 and not normal |

**Table 5.** Regression coefficients of OCB on employee performance (n=130)

| Statistical index | Sig   | t     | Standard beta | Standard error | Unstandardized coefficient |
|-------------------|-------|-------|---------------|----------------|----------------------------|
| Regression model  |       |       |               |                |                            |
| Fixed coefficient | 0.017 | 2.422 | -             | 3.642          | 8.819                      |
| OCB               | 0.000 | 5.663 | 0.471         | 0.069          | 0.393                      |

**Table 6.** Pearson correlation matrix between performance and dimensions of OCB (n=130)

| Variables         | Altruism | Conscientiousness | Chivalry | Civic virtue | Curtsey | Performance |
|-------------------|----------|-------------------|----------|--------------|---------|-------------|
| Altruism          | 1        |                   |          |              |         |             |
| Conscientiousness | **0.293  | 1                 |          |              |         |             |
| Chivalry          | 0.003    | -0.029/0          | 1        |              |         |             |
| Civic Virtue      | **0.269  | 108/0             | 0/156    | 1            |         |             |
| Curtsey           | *0.222   | 162/0             | 0/053    | 0/097        | 1       |             |
| Performance       | **0.368  | **347/0           | 0/112    | **0/233      | **0/397 | 1           |

\*\*Significant at the 0.01 level (two-tailed test)/ \*Significant at the 0.05 level (two-tailed test)

### ***Inferential analysis and hypothesis testing***

After making sure that the distribution of the variables is normal, parametric tests can be used and then the research hypotheses were tested. However, a variety of statistical tests related to each hypothesis were used.

### ***Checking the normality of the distribution of variables***

One of the principles of using parametric tests is the normality of the variables distribution, thus, the Kolmogorov-Smirnov test was used to evaluate this problem.

Table 4 shows that the variable "OCB" and the dimension "chivalry" have a normal distribution and the variables "altruism", "conscientiousness", "civic virtue" and "courtesy" are smaller than 0.05, that is, these variables do not have a normal distribution, but according to the amount of skewness and kurtosis of the variables, which are in the range of -1 and 1, they do not deviate much from the normal distribution, and therefore, these variables are also considered normal.

### ***Testing the research hypotheses***

*There is a relationship between employee performance and OCB in the RCS of Markazi province.*

Table 5 shows that the significance level of OCB variable is less than 0.05, therefore, this variable remains in the regression equation

The standardized coefficient  $\beta$  (beta) shows that 1.47 percent of the performance changes can be predicted through the "OCB" variable. Also, the constant coefficient is also significant in predicting the "performance" variable ( $\text{sig} < 0.05$ ).

The following regression equation can be adjusted to predict performance in terms of organizational citizenship behavior based on unstandardized coefficients:

$$\text{Performance} = 8.819 + 0.393 (\text{OCB})$$

This equation shows that if the OCB variable is controlled, the performance score will be 8.819. Also, for every one-unit increase in OCB, performance increases by 0.393 units.

*There is a relationship between employee performance and dimensions of OCB in the RCS of Markazi province.*

Pearson correlation test is used to examine this hypothesis. The null and alternative hypotheses for this test are as follows:

$$H_1: 0 \neq r \quad H_0: r = 0$$

Table 6 shows that:

*There is a moderate, positive and significant relationship between "altruism" and the "performance" variable. ( $p < 0.01$  and  $r = 0.368$ )*

*There is a moderate, positive and significant relationship between "conscientiousness" and the "performance" variable. ( $p < 0.01$  and  $r = 0.347$ )*

*There is no significant relationship between "chivalry" and "performance". ( $p < 0.05$ )*

*There is a weak, positive and significant relationship between "civic virtue" and the "performance" variable. ( $p < 0.01$  and  $r = 0.233$ ).*

*There is a moderate, positive and significant relationship between "curtsey" and the "performance" variable. ( $p < 0.01$  and  $r = 0.397$ )*

At the end it should be said that among the dimensions of OCB, "curtsey" ( $r = 0.397$ ) and "civic virtue" ( $r = 0.233$ ) have the highest the lowest correlation with the "performance" variable.

## **Discussion and Conclusion**

According to the results, in terms of content, this research is a type of research that focuses on the consequences of OCB and all research hypotheses (except for chivalry) indicate the impact of OCB on employees' job performance



and consequently on organizational performance.

The results revealed that there is a significant and positive relationship between employee altruism and job performance and that improving employees' OCB can increase employee performance. Thus, the organization must strengthen OCB among its employees in order to achieve high performance, that is, create behavior beyond the tasks defined in the job description and create a collective work system.

The results of the research hypothesis test are as follows:

There is a relationship between employee performance and OCB in the RCS of Markazi province, Iran. To examine the main hypothesis of the research and to predict employee performance by OCB, linear regression was used in the simultaneous method. The correlation coefficient between these two variables is 0.515, so the research hypothesis that there is a relationship between OCB and performance is accepted.

Considering the adjusted coefficient of determination of  $R^2=0.253$ , about 25% of the changes in performance can be explained by OCB, and it can be said that the relationship between performance and OCB variables seems almost linear. And the predictor variable OCB is able to explain changes in the "performance" variable. Also, for every one unit increase in OCB, performance increases by 0.393 units.

There is a moderate, positive and significant relationship between altruism and the performance variable according to the Pearson correlation matrix and the correlation coefficient is 0.368. That is, with the increase of altruism in employee relations, the level of employee performance also improves.

There is a moderate, positive and significant relationship between conscientiousness and the performance variable, but there is no significant relationship between chivalry and performance.

There is a weak, positive and significant relationship between civic virtue and the performance variable. There is a moderate, positive and significant relationship between curtesy and the performance variable.

Among the dimensions of OCB, curtesy have the highest and civic virtue has the lowest correlation with the performance variable.

### Compliance with Ethical Guidelines

All ethical principles have been considered in this article, and participants were informed of the

purpose of the research and its implementation steps.

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No financial support was received from any organization in this research.

### Author's Contributions

In this article, Mohsen Khorram was responsible for the design, supervision and methodology. And Kobra Soofi, the second author was responsible for conducting the research, collecting, and analyzing the data and also for correspondence and editing the final manuscript submitted to the journal.

### Conflict of Interests

The authors declare no conflict of interest.

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