

# The Effects of Organizational Citizenship Behavior (OCB) on Performance Customer Personality

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## ABSTRACT

Organizational behavior is a variable that predicts many organizational variables. One of these variables that have an important role in many organizations today is organizational citizenship behavior. So the present study was conducted to evaluate the effect of organizational citizenship behavior (OCB) on performance customer Personality. In this study, data were collected to assess relationship between organizational citizenship behavior (OCB) with customer satisfaction, behavioral intentions, Loyalty intentions and customer perceptions of service quality. The Pearson correlation coefficients, structural equation modeling and Friedman ANOVA were used for data analysis. The results showed that the mean comparison between organizational citizenship behavior and performance customer Personality were statistically significant ( $p \leq 0.05$ ). The results of the present study suggest that the organizational citizenship behavior had a positive effects on performance customer Personality.

**Keywords:** Organizational Behavior (OCB), Customer Personality, Variables.

## Introduction

Ever increasing competition has driven companies to focus on customer satisfaction. A major determinant of customer satisfaction within the service industry is the attitude of customer contact personnel (Heskett et al., 1990; Parasuraman et al., 1991). Similarly, Heskett (1987) suggests the following sequential relationship to describe successful service firms: great employee satisfaction begets high employee motivation begets high level of service quality compared with the level the

customer expects begets high customer satisfaction begets increased sales volume. Along the same line, Schneider & Bowen (1985a) and Marshall (2001) report that service cultures with the highest organizational commitment and lowest employee turnover consistently report the highest levels of customer satisfaction. Organizations have shifted away from the use of strict hierarchical structures and individualized jobs. Instead, somewhat autonomous team-based work structures have been implemented, and

this implementation has increased the importance of individual initiative and cooperation (Ilgen & Pulakos, 1999). As a result of this trend, organizational citizenship behavior (OCB), or behavior that contributes indirectly to the organization through the maintenance of the organization's social system (Organ, 1997), has been of increasing interest to both scholars and managers (Howard, 1995; Motowidlo & Schmit, 1999; Organ & Ryan, 1995). Most of the research on OCB has been focused on identifying its predictors (Van Dyne & LePine, 1998). In conducting this research, scholars generally link predictors to an overall measure of OCB, or they link predictors to the dimensions of OCB suggested by Organ (1988). These dimensions are most often measured by using scales such as those developed by Podsakoff and his colleagues (Podsakoff *et al*, 1990). Unfortunately, and despite the existence of three published OCB meta-analyses (Organ & Ryan, 1995; Podsakoff *et al*, 1996a; 2000), it is difficult to provide answers to such questions because fundamental questions remain about the OCB construct itself and how it relates to its dimensions (Law *et al*, 1998; Motowidlo, 2000). Although the three previous meta-analyses examined relationships among dimensions of OCB and a variety of correlates, there was no focus on how the dimensions related to one another, nor were there any systematic comparisons of how the different dimensions related to other variables in the broader nomological network. Many OCB scholars view the behavioral dimensions as being related (e.g., somewhat discretionary behaviors intended as positive contributions to the organization) but distinct (e.g., the most proximal beneficiary of the behaviors differs). Consistent with this viewpoint, scores on measures of the OCB dimensions

should reflect common variance as well as specific variance, and as we pointed out previously, the partitioning of variance in this way is consistent with an aggregate definition of OCB. Indeed, many OCB scholars have combined scores on the behavioral dimensions into a composite score (e.g., Allen & Rush, 1998; Chen *et al*, 1998; Deckop *et al*, 1999; Hui *et al*, 1999; Netemeyer *et al*, 1997). However, the creation of OCB composites has not been guided by theory or construct definition. Instead, researchers created these composites because they recognized that the behavioral dimensions of OCB covary rather strongly and that combining the scores makes sense with respect to promoting parsimony. Of course, there is the possibility that OCB is not really a construct at all but instead a useful label for sets of behaviors that conceptually belong together (Motowidlo, 2000). This approach seems to have been used in developing early OCB scales. Smith *et al*. (1983), for example, began with the definition of OCB and asked managers to identify instances of behavior that fit the definition. The two subsequent dimensions were generated empirically using factor analysis. OCB as a label may also be implied by those who state hypotheses in terms of OCB and draw inferences in terms of OCB in the discussion but conduct tests of the hypotheses by using measures of individual dimensions (Konovsky & Organ, 1996; Podsakoff *et al*, 1993). Finally, there are other studies that consider a specific OCB dimension in isolation. This research generally acknowledges the more common concept of OCB; however, the focus is on developing a better understanding of a behavior that is thought to be important in a specific work setting. LePine and Van Dyne (1998, 2001a, 2001b; Van Dyne & LePine, 1998),

for example, have published several articles on specific types of OCB-like behavior. They have studied helping, which is similar to the altruism dimension of OCB and the interpersonal facilitation dimension of contextual performance. They have also studied voice, which is similar to the civic virtue dimension of OCB, although voice is more about providing suggestions for change rather than keeping abreast of change. The primary focus of their research to date has been to distinguish voice from cooperative forms of OCB and from task performance. If OCB conformed to a "latent" model, each dimension would be a manifestation of OCB, and measures of the dimensions would include some variance reflecting OCB, other systematic variance not related to OCB, and error variance. The causal arrow in this model would be from OCB to the dimensions, and therefore, OCB would be a latent variable that partially causes these dimensions. Law et al. (1998) used general cognitive ability, as an example of a latent construct because  $g$  is thought to be a cause of scores on tests of more specific abilities. Motowidlo (2000) suggested that if OCB were a latent construct, it would be similar to a personality construct. That is, OCB would be like a trait that causes the behaviors that are reflected in the dimensions. To our knowledge, scholars have not explicitly taken this approach in defining OCB with respect to its dimensions. However, Organ (1997) seemed to imply this perspective when he suggested that satisfaction would affect "people's willingness to help colleagues and work associates and their disposition to cooperate in varied and mundane forms to maintain organized structures that govern work. The aim of this study was to determine the effects of organizational

citizenship behavior (OCB) on performance customer Personality.

### Materials and methods

This study was conducted in the Tehran and Isfahan province from November 2005 to May 2006. The areas of this research is organizational behavior and customer orientation. The spatial domain of research are the partners system and its customers. The statistical population of this research are supervisors, expert product support systems soft ware company partners with middle and senior managers in client organizations of the company. In this study samples are a group of partner companies and customers of this company in East Tehran and Isfahan. The non-random sampling was used to select the samples in this study. The main tool of data collection is questionnaire.

### Statistical Analysis

The Pearson correlation coefficients, structural equation modeling and Friedman ANOVA were used for data analysis. The Lisrel and SPSS software were used for data analysis in this study. The Pearson correlation coefficients were calculated between organizational citizenship behavior (OCB) with customer satisfaction, behavioral intentions, loyalty intentions and customer perceptions of service quality. All statements of significance are based a probability of less than 0.05. The correlation coefficients were calculated with using below equation:

$$r = \frac{\sum xy - n\bar{x}\bar{y}}{\sqrt{\sum x^2 - n\bar{x}^2} \sqrt{\sum y^2 - n\bar{y}^2}}$$

## Results and discussion

The results of measuring organizational citizenship behavior with using confirmatory factor analysis are presented in Figur 1. In this figure amount number of

chi-square ( $\chi^2$ ) is 51.32, df is 51, P-value is 0.46 and RMSEA is 0.008. According to this results, the amount of P-value is more than 0.05, therefore this model is a suitable model for evaluation and measuring organizational citizenship behavior. The results of measuring customer perceptions of service quality with using confirmatory factor analysis are presented in Figur 2. In this figure amount

number of chi-square ( $\chi^2$ ) is 124.64, df is 126, P-value is 0.51 and RMSEA is 0.000. According to this results, the amount of P-value is more than 0.05 and  $\chi^2$  calculated is also very low, therefore this model is a suitable model for evaluation and measuring customer perceptions of service quality. The results of measuring satisfaction, behavioral intentions and customer loyalty with using confirmatory factor analysis are presented in Figur 3. In this figure amount number of chi-square

( $\chi^2$ ) is 118.34, df is 88, P-value is 0.017 and RMSEA is 0.062. According to this

results, the amount of  $\chi^2$  calculated is very low, therefore this model is a suitable model for evaluation and measuring satisfaction, behavioral intentions and customer loyalty. The results of the current study imply that the organizational citizenship behavior had a positive effects on performance customer Personality. This results was in agreement with the findings of Organ (1988), Allen and Rush (1998) who demonstrate that the organizational citizenship behaviors may result from self-serving motives and citizenship behaviors may be unrelated, or even negatively related to organizational functioning. The results of correlation coefficients between organizational citizenship behavior (OCB) and customer satisfaction, behavioral intentions, loyalty intentions and customer perceptions of service quality are presented in Table 1. The correlation coefficient between organizational citizenship behavior (OCB) and customer satisfaction, behavioral intentions, loyalty intentions and customer perceptions of service quality were not significantly correlated.

**Table 1.** Correlation coefficients between organizational citizenship behavior (OCB) and customer satisfaction, behavioral intentions, loyalty intentions and customer perceptions of service quality

Variables	(r)	P-Values	Significantly
Customer perceptions of service quality	0.066	0.26	ns
Customer satisfaction	0.048	0.32	ns
Behavioral intentions	0.156	0.71	ns
Loyalty intentions	0.092	0.19	ns

\*r (Correlation Coefficients).

Related to the above, the proliferation of research on OCB and other forms of extra-role behavior has resulted in a lack of recognition of some of the similarities and differences in some of these constructs. A careful reading of the

conceptual definitions of organizational citizenship behavior (Organ, 1988), prosocial organizational behavior (Brief & Motowidlo, 1986), civic organizational behavior (Graham, 1991), organizational spontaneity (George & Brief, 1992; George

& Jones, 1997), and contextual performance (Borman & Motowidlo, 1993) suggests that there are some important differences between these constructs,

although it is not uncommon to see these differences glossed over, if not completely ignored.

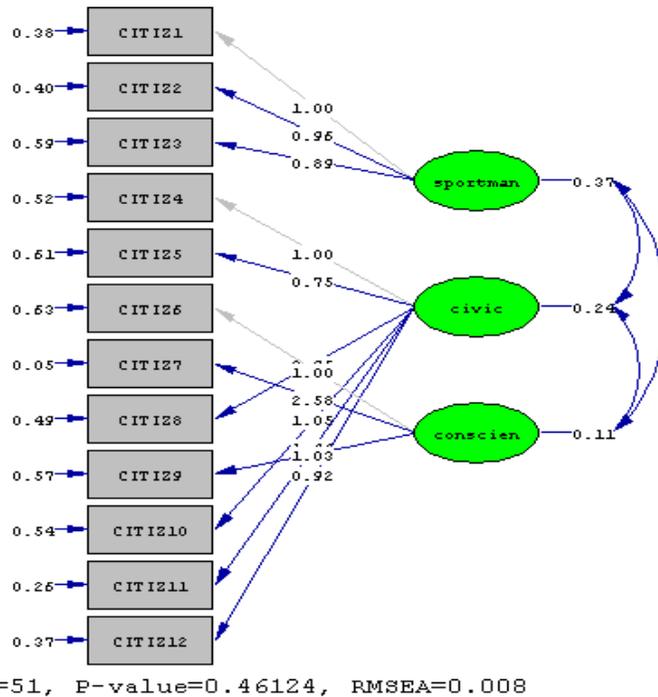


Figure 1. Model to measure organizational citizenship behavior using confirmatory factor analysis

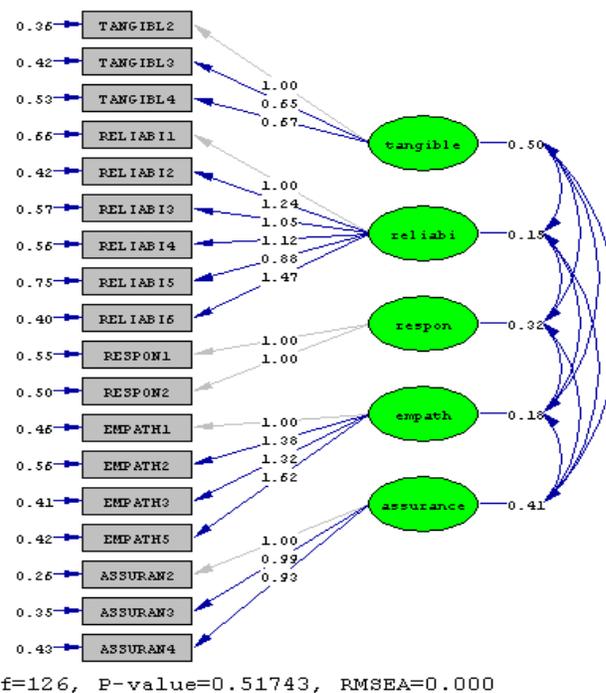
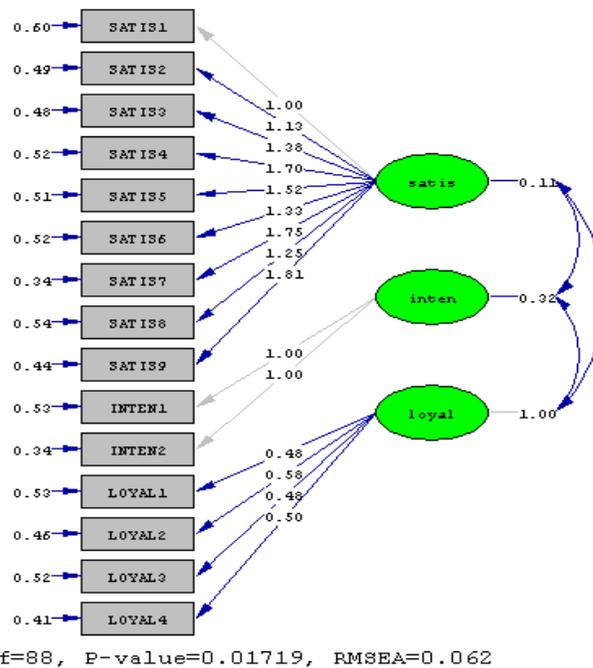


Figure 2. Model to measure customer perceptions of service quality using confirmatory factor analysis



**Figure 3.** Model to measure satisfaction, behavioral intentions and customer loyalty using confirmatory factor analysis

The danger in not recognizing the differences in these constructs is that the same construct may have conflicting conceptual connotations for different people. On the other hand, the literature also indicates that there are a number of occasions where essentially the same idea or concept has been given different labels by different researchers. The problem with this practice is that it becomes difficult to see the overall patterns that exist in the research literature. Research on the topic of organizational citizenship behaviors has dramatically increased over the past decade. However, this rapid growth in research has resulted in the development of several problems, including the need to better understand the conceptual similarities and differences between various forms of citizenship behavior, as well as their antecedents and consequences. Citizenship behaviors are often performed by employees to support the interests of the group or organization even though they may not directly lead to

individual benefits. Examples of citizenship behaviors may range from helping a co-worker with a job-related problem even when such help is not required to wearing the company logo on a sweatshirt while attending a charity event. What is important is that both these examples describe behaviors which are helpful to the company, yet they are not behaviors considered part of the core elements of the job. Thus, managers often find it difficult to reward good citizenship directly, as well as difficult to punish directly the absence of such citizenship. A good citizen is an employee who offers support to the organization even when no such support is or can be expressly required.

### Conclusion

The results of our manuscript indicated that OCB have significant relationships with performance customer Personality. Generally speaking, these results confirm the importance of these behaviors to scholars and managers alike and suggest that future

research should be aimed at increasing our understanding of the theoretical mechanisms that explain these relationships. Thus, we would encourage that future research focus more attention on the reasons why OCB have the effects on performance customer Personality.

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