



Organizational Citizenship Behavior (OCB) In Ministry of Education

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ABSTRACT

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Human force is the most valuable asset and property in organization. Using material and non-material means, insight, discretion and scheme, the managers and leaders of organizations can create the impression in the human force that their job is meaningful, purposeful, challenging and rewarding. Under this circumstance, the staffs tend to be creative and resourceful, not to overreact to stimuli and steer the organization towards accomplishing the objectives. This study tries to adopt a holistic view to aspects of organizational citizenship behavior in ministry of education. The aspects of organizational citizenship behavior according to Organ and Bateman are the philanthropy and altruism, magnanimity, respect, citizenship merits and virtues and sense of responsibility. In addition, it aims at examining development education, aspects and impacts and outcomes of organizational citizenship behavior in ministry of education with spirituality and morality as well as suggests guidelines in accordance with personality, motivation and perception.

1. Introduction

For more than a century the dominant view in management was to steer all efforts towards constant development. Performance improvement has been considered to be an indispensable principle from the early days of formation of management science. It is still a crucial issue that is increasingly expanded. In the primitive schools of management the people used to be assessed according to their behavior. The staffs were expected to fulfil their careers duties. Nowadays, however, behaviors including pre-social behaviors, para-functional behaviors, field performance and organizational are considered. These behaviors are crucial parts of managerial performance that are integrated into different aspects of organization (Zare, 2005).

Therefore, nowadays organizational citizenship behavior has received special attention in the literature and its definitions, decisive factors and outcomes in workplace have been examined. In bureaucratic system, managers endeavor to achieve more efficiency and preserve organizational hierarchy at the same time. Thus, there is superficial and unreliable rapport between individuals. However, in a value-based, humanistic and democratic system there are proper and reliable rapport and relations. In such an environment, the organization and the employees are given the chance to actualize their potentials. Therefore, the citizens get more and more attention in a democratic, value-based system. Generally, citizenship behavior is a type of fruitful and valuable behavior that people show willingly and voluntarily. It is an essential issue which this study intends to examine in ministry of education. In this regard, a background of organizational behavior and definitions of citizenship behavior are provided. In addition, variables and organizational policies and measures that can enhance effective behaviors in organizations are discussed.

1. Background of Organizational Behavior

1.1 Management as a Scientific Field

Organizational behavior can be traced to management sciences. The reason management science boomed late is the non-existence of large organizations until a century ago. Management is a fledging field that is more a social rather a natural science. Therefore, identification, definition, measurement and prediction of the variables and concepts are more demanding than physical phenomena. In scientific management if the staff's behavior is considered, it is merely done to lead them to maximize the profits of the industry owner. The classical theory of organization examines how to organize a large group of staffs and managers most effectively. When organizational behavior emerged, personal and team roles have gained significance.

One of the leading persons in organizational behavior is Robert Owen in 1900s who had conducted studies to improve children employment and workplace and reduce the work hour.

Also, Hawthorne did research that contributed to the movement in managers and scholars about management called human relationship movement.

1.2 Organizational Behavior

Many experts believe that organizational behavior reached maturity as a research field in late 50s and early 60s. Organizational behavior is a place of systems clash and has a descriptive nature. It tries to describe behavior. It is an interdisciplinary field incorporating industrial psychology, sociology. Another essential issue is organizational structure that views organization as a social entity.

1.3 Organizational Citizenship Behavior

Organizational citizenship behavior is a set of behaviors that are required beyond the obligatory behaviors limits in the environment. It plays a pivotal role in establishing a favorable and appealing social and mental atmosphere in workplace. These behaviors have been developed into an extensive scope in management and organization studies in 28 years (Podsakoff et al, 2000; Zeinabadi, 2012).

In modern organizations, the personnel are expected to associate with their jobs, be creative and resourceful (Roshannejad, Sherafat and Gholipour, 2013). Citizenship behavior has been defined as creating tendency and motivation of the staffs in exceeding the official job requirements in order to establish mutual support, harmonize individual and organizational interests as well as create genuine enthusiasm for organizational activities and missions (Yaghubi, Keikha and Moghadam, 2011).

Organizational citizenship behavior has been developed to include moral behavior, represent the organization favorably, defend the organization against external threats and the personnel's criticism, avoid wasting time and share ideas for new projects. In addition, the personnel will make innovative suggestions for colleagues, use professional judgments for assessing, work beyond what is expected and cooperate with others (Windin, 1995).

1.4 The Concept of Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) was first introduced by Bateman and Organ in early 80s. The initial studies conducted on OCB intended to identify the unexplored and normally ignored responsibilities or behaviors of the personnel in organization. In traditional assessment, these behaviors have been measured inefficiently and inaccurately even in some cases neglected. However, they were influential on the organizational efficiency (Beinstock et al, 2003).

Organ also holds that organizational citizenship behavior is a personal and voluntary behavior that has not been directly designed by official reward systems in organizations. However, they can enhance effectiveness of performance in organization (Cohen and Kol, 2004). For instance, a laborer does not need overtime work or extra shifts, but stays in the organization and works extra time and help others in order to improve the ongoing activities and facilitate organizational procedures (Kropanzano, Byrne, 2000).

This definition stresses on three main features of citizenship behavior: first, the behavior should be voluntary, namely, it is neither a pre-defined duty nor a part of official career. Second, the benefits of the behavior have an organizational aspect. Third, organizational citizenship behavior is multi-dimensional by nature.

Accordingly, human being as an organizational citizen is expected to perform beyond their job requirements and official duties in order to serve the organizational objectives. In other words, the structure of organizational citizenship behavior intends to identify, administrate and assess the meta-role behaviors of the personnel of the organization. As a result of these behaviors, the efficiency of organizational performance is attained (Beinstock et al, 2003).

According to Organ (1988), organizational citizenship behavior is conscious and self-driven that has not been directly predicted by the official reward system, but augments the organizational performance. The adjective conscious and self-driven convey that the behavior is not a compulsory task of the job or the role, but a personal free choice made by the staff and failure to fulfil that will not bring about punishment. Moreover, personal citizenship behavior was defined as a personal behavior that boosts the organizational objectives through contributing to social and psychological environment. In other words, organizational citizenship behavior is referred to activities that are of high importance for every organization since they produce outcomes including job satisfaction, safeguarding the organization and organizational productivity (Moghimi, 2000).

2. Aspects of Citizenship Behavior

Organ mentioned five behaviors of citizenship as follow (Appelbaum et al, 2004):

1.2 sense of responsibility (conscience)

2.2 type of friendship

2.3 Citizenship virtue and merits (civil merits)

2.4 magnanimity and nobility

2.5 respect and reverence (manner and etiquette)

Organ also maintains that the individuals with progressed and cultivated citizenship behavior will preserve doing their duty in spite of adverse conditions, illness or disabilities. This indicates their high sense of responsibility.

The second aspect of citizenship behavior i.e. philanthropy and altruism implies fruitful and rewarding behaviors such as intimacy, affinity, sympathy and compassion among the colleagues which directly or indirectly enhance the troubled staffs. However, some scholars of citizenship behavior like Podsakoff refer to the philanthropy and altruism and responsibility in different taxonomy as "adjunctive behavior".

The third aspect of citizenship behavior is civil virtue or merits which include participation in extracurricular activities when their presence is not obligatory, supporting development and changes offered by the managers, tendency towards reading books, magazines and enhancing general knowledge, caring about installing posters and disseminating information in the organization to raise awareness.

Accordingly, Graham believes that a proper organizational citizen should not only be aware of the current issues of the organization, but also give comments on them and actively participate in settling them (Organ 1, 1988).

Magnanimity or tolerance is the fourth aspect of organizational citizenship behavior which conveys tolerance towards favorable and congenial situations without objection, dissatisfaction and complaints and grumble.

The last aspect is respect and reverence that indicates the mutual relationship among colleagues, officials, chiefs and the audience of the organization. The individuals who observe respect towards others own high level of citizenship behavior.

Organ reiterates that each of the five aspects of citizenship behavior may not emerge simultaneously. For instance, the people we consider to be responsible may not turn out to be philanthropic and selfless in some cases. In addition, some aspects such as responsibility and benevolence may be techniques to exercise pressure on managers. The staffs try to observe these behaviors to affect the decisions of the managers to getting promotions or receive rewards. In this case, the staffs transform from good soldiers to good actors (Catro, Armario and Ruiz, 2004). The studies conducted on organizational citizenship behavior reflect that fact that the presence of these behavior have remarkable constructive effects on governmentally and privately- run organizations.

Shifle Anwar Khaled and Hassan Ali (2005) conducted a study titled “*Examining the Effects of Organizational Citizenship Behavior on Deviant Behavior*” and concluded that organizational citizenship behaviors have negative and contracting correlation with deviant behaviors. Espman and Zart (2008) examined 32 service providing organizations to analyze the relation between organizational citizenship behavior and job burnout in effectiveness in Washington D.C. the results revealed that job burnout, inefficiency and organizational citizenship behavior have significant and positive correlation. Therefore, there is a negative relation between organizational citizenship behavior and inefficiency (Sanubari, 1387).

Advantages and Outcomes of Organizational Citizenship Behavior

Recent studies in the filed have been concentrated on the results and outcomes of organizational citizenship behavior.

2.1 The Effect of Organizational Citizenship Behavior on Performance Assessment

2.2 The Effect of Organizational Citizenship Behavior on Organizational Superb Performance

Organizational citizenship behavior augments the staffs and groups productivity, communication, cooperation, and inter-personnel support. It encourages to team work , reduces mistakes, increases the participation and engagement of the personnel in organizational issues and provides a proper organizational atmosphere.

Key essence according to Organ`s definition of organizational citizenship behavior implies that such behaviors enhance organizational efficiency. For example, OCB can contribute to organizational prosperity in following ways:

- Increasing the productivity of coworkers and managers
- Releasing the resources and applying them to more fruitful objectives
- Reducing the needs for allocation of rare resources to maintenance activities
- Contributing to harmonizing activities inside and outside of work teams and increasing stability in organizational performance
- Empowering the organization to effectively adapt to organizational changes

According to Cohen and **Vigoda** (2000), some advantages of organizational citizenship behavior are improving managers and personnel productivity, higher efficiency in allocation and utilization of resources, reduction in maintenance costs and the improvement of the organization in employing new qualified and eligible forces).

3. Types of Organizational Citizenship Behavior

According to Graham (1991), organizational citizenship behavior is of three main types (Beinstock et al, 2003):

4.1 Organizational Obedience: this term describes behaviors that have been identified and established as being essential and desirable. They are well-accepted in a reasonable framework of rules and regulations. Organizational obedience indexes are behaviors such as observing the law, fulfilling the duties accurately and completely and carrying out your responsibility in accordance with the organizational resources.

4.2 Organizational Loyalty: loyalty to organization is different from loyalty to oneself or other individuals and units of the organization. It indicates the level of the staffs` loyalty to the organizational interests and support of the organization.

4.3 Organizational Participation: this term emerges by engagement in the organization namely attending the meetings, sharing beliefs and attitudes and becoming aware of the current issues in the organization.

According to his classification, Graham holds that these behaviors directly influenced by the payment the personnel receive in the organization. In this framework, organizational citizenship rights include employment justice, assessing and handling complaints. Accordingly, when staffs understand that they are entitled with organizational citizenship rights, most probably they show organizational obedience. In the other hand, the social rights of the organization that include fair treatment with the staffs such as giving raise, bonus and social status are absolutely crucial in staffs behavior. When the personnel notice that they enjoy social rights in the organization, they are more likely to remain loyal to the organization. Eventually, when they see their political rights are observed, they are given the right to participate in the policy and decision making of the organization. As a result, the staffs show citizenship behavior (participation type).

4. Policies to Encourage Citizenship Behavior

Enhancing citizenship behavior entails encouragement and persuasion. One of the contributing factors is organizational policies and measures. Managers should try to adopt appropriate policies and strategies in order to nurture and actualize citizenship behaviors. In this regard, some effective measures can be mentioned.

4.1 Selection and Employment

Some scholars believe that the individuals who display positive signs of citizenship in their personal life are more likely to tend to be better organizational citizens. Therefore, the process of selection and employment of human forces should be

designed in a way to recognize the people with progressed and well-developed citizenship behavior. Among the means of identification of the people with proper citizenship behavior for selection and employment, interview is the most effective. Conducting an interview should stress more on the cooperative and team behavior in order to raise the possibility of selecting the applicants with more inclination towards citizenship behavior. In process of selection and employment, the organizations should consider this decisive factor that citizenship behavior should not supersede job traditional performance. In other words, the distinctive features which are traditionally required for a job should not be neglected merely due to being a good citizen.

4.2 Training and Development

Training planning results in facilitation of interpersonal support among the personnel. To develop the personnel's skills we can employ intermediate training planning and job rotation. Another way to implement training programs is developmental plans which are directly related to citizenship behavior. The studies reveal that administrators training based on organizational justice principle are linked with increasing citizenship behavior of the subordinates. In other words, the supervisors and managers who have undergone justice training courses are more likely to show citizenship behavior towards other personnel.

5.3 Performance Assessment and Service Reward

Organizations can immensely facilitate the formation of citizenship behavior by creating a reasonable and regulated reward and bonus systems. Studies have demonstrated that the personnel tend to participate in the activities which are rewarded. Therefore, appropriate reward system is highly effective on forming good and decent citizens. Accordingly, most organizations offer annual rewards and bonuses to encourage the personnel to incline toward meta-roles not merely being positive individuals. However, nowadays, the importance of giving rewards by the organization has been potentially declined and the rewards are increasingly offered to official duties. Some scholars attribute it to excessive attention to meta-behavior of the personnel to get rewards that keep them from fulfilling their official responsibilities while rewards are intended to encourage citizenship behavior and cooperative behavior along with the official organizational duties. Anyway, organizations should steer their reward systems towards team and organization level not individual level. This way, the team works that serve organizational interests assume importance.

4.3 Unofficial Systems

In addition to official measures and performances of the organizations, there are some unofficial procedures which can develop and reinforce citizenship behavior. Some socio-psychologists hold that social stress and team norms are mostly more effective on individual behaviors than official procedures. Thus, developing unofficial procedures such as cultural participation is a pivotal element in reinforcing citizenship behavior in organization. It should be noted that the emergence and promotion of participation culture is accomplished through sociability process in which the recently-employed personnel learn issues that are accepted, recommended and expected in the organization as well as undergo the required training courses. Therefore, sociability is effective on enhancing citizenship behavior.

5. Organizational Citizenship Behavior in Islamic Doctrine

Behaviors referred to as organizational citizenship behavior have been highly recommended in Islamic teachings of social relations under different names such as *Enfagh* (charity), *Isar* (sacrifice), *Jawanmardi* (magnanimity), *Okhowat* (fraternity), *Mehrwarzi* (compassion), *Yatim Nawazi* (kindness to orphans), *Mardomdari* (philanthropy), *Digarkhahi* (generosity and selflessness).

Charity: the Holy Quran strongly recommends supporting charity that has been juxtaposed with the word *Iman* (faith).

Worship Allah and associate nothing with Him, and to parents do good, and to relatives, orphans, the needy, the near neighbor, the neighbor farther away, the companion at your side, the traveler, and those whom your right hands possess. Indeed, Allah does not like those who are self-deluding and boastful.

Who are stingy and enjoin upon [other] people stinginess and conceal what Allah has given them of His bounty - and We have prepared for the disbelievers a humiliating punishment

Magnanimity: Prophet Mohammed (PBUH) says "benefitting from brothers is away from magnanimity and *manliness*". It means in a society based on equity and brotherhood no one can simply follow his own interests and think that others will benefit accordingly. However, fraternity makes sense when every person is concerned about the public interests.

Altruism and selflessness: Prophet Mohammed (PBUH) says "recommend people what you favor yourself, and not recommend them what you do not favor yourself".

Kindness to people: Prophet Mohammed (PBUH) has frequently addresses this issue. He refers to the kindness to people as the basis and fundament of reason and wisdom after faith. He says "after faith to God, the base of reason is kindness to all people whether bad or good".

Fraternity: from the Prophet's point of view all human beings are equal and brothers. Most importantly, everyone functions a mirror before his brother. Thus, they should ward off any harm or trouble that may affect the brothers.

6. Conclusion and Guidelines

Regarding the discussed issues, it seems that adopting a strategy to define citizenship behavior and its real world representations in organization as well as implementation of the solutions mentioned in the study can encourage the organization personnel to display proper citizenship behavior and sense of responsibility.

Organizational citizenship behavior in ministry of education indicates the personality of the personnel in the organization. In fact, behavior forms the life style in organization and is considered to be the main basis for organizational behavior. In fledgling organizations there is a possibility to form and steer culture and organizational behavior through planning,

socialization, constant application of pre-defined symbols and maxims. However, in long-standing organizations it is demanding and challenging to affect the dominant organizational culture through education and training. Instead, we can improve organizational behavior in education via change in activities, current procedures and methods. Obviously, in an organization with a constructive culture, the staffs are encouraged to cooperate with others and carry out their duties and the schemes that result in satisfying their needs and progress and development. This culture stresses on norm-based beliefs and customs relating to improvement, self-identification and self-awareness, philanthropy and altruism and affinity and inter-dependence.

The studies suggest that conscience as a personality factor is the salient agent for emergence of citizenship behaviors. A person with high level of organizational commitment will stay in the organization, accepts the objectives, and endeavors to realize the goals through excessive efforts and even sacrifice. This person has high job conscience. The staffs inclination to participate in organizational issues enhances the duty performance and as a result the organizational performance. Vocational empowerment is an approach through which the staffs feel they are greatly considered and considered (Cohen and Vigoda, 2000) and learn to develop themselves and affect the job environment positively through participating in organizational issues. Personality aspects are highly effective on the emergence of organizational citizenship behavior. In addition, when a person views the organization as the resource to meet his material and spiritual need, he will view his behavior as a decisive factor in organizational interests, properly observe etiquette and discipline and try to ward off any possible problem.

In the case that, procedure justice is practiced in the organization, namely, all the personnel are equal before the procedures, rules and regulations and all of them are assessed in terms of their performance, they will accept all the procedures and regulations of the organization and obey the organization. Moreover, the people with high organizational loyalty are less likely to abandon service or be absent. This way, it is probable that the staffs benefit from the organization, and consider themselves to be effective in different organizational situation and be satisfied with working in the organization. This is feasibly only through a constructive, group-based, cooperative and collective culture. In a cooperative and collective culture, the organizational goals and objectives outweigh the personal interests. The individuals distinguish between the inside and outside of the group and show full loyalty towards the group and also expect the group to support them.

Since this study the organizational citizenship behavior was examined in ministry of education and this is a governmental institution with centralized and unified regulations, the internal unit managers should modify and improve the behavioral patterns through holding training and briefing sessions. Therefore, holding the training courses for briefing the managers is absolutely crucial.

Unofficial groups can affect the attitude and behavior of the individuals. Therefore, the managers should identify the favorable unofficial groups and encourage the staffs to participate in them. Besides, they should enhance self-monitoring and self-assessment in the personnel to be engaged in setting goals and settling problems at the intermediate level of the organization. Since organizational citizenship behavior paves the way for improving self-control, philanthropy and altruism and personal development, the managers should make efforts and plan for reinforcement of organizational citizenship behavior in ministry of education. They should resort to methods that accelerate emergence of organizational citizenship behavior in the staffs. To serve this goal, teaching organizational justice to officials and administrators and supervisors is vitally important since their subordinates trust in them more.

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