
**INVESTIGATING THE RELATIONSHIP BETWEEN ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL HEALTH OF THE STAFF OF
YASUJ UNIVERSITY OF MEDICAL SCIENCES**

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Published online: 01 January 2018

ABSTRACT

The purpose of this study is to investigate the relationship between organizational citizenship behavior and organizational health of the staff of Yasuj University of Medical Sciences. This is an applied research in terms of purpose and a correlational research in terms of the nature and method. The study population consists of the managers and staff of Yasuj University of Medical Sciences, with a total number of 961 people. The researchers used Morgan table in this research to determine the sample size and selected 274 managers and employees as the sample size. The main measurement tools used in this study were Podsakoff, et al.(1990) Organizational Citizenship Behavior Questionnaire and the Organizational Health Questionnaire derived from Sharifi (2010), with Cronbach's Alpha coefficients of 0.74 and 0.79, respectively. A non-random (convenience) Sampling method was used in this research. The researchers also used Kolmogorov-Smirnov test to examine the normality of distribution of the variables and used descriptive and inferential statistics (Pearson correlation coefficient and regression) and SPSS software in order to analyze the data.

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doi: <http://dx.doi.org/10.4314/jfas.v10i1.38>



The results of this study showed that there is a significant relationship between organizational citizenship behavior and organizational health of the staff of Yasuj University of Medical Sciences, and all dimensions of organizational citizenship behavior are associated with organizational health. Moreover, the results of the regression test showed that the civic virtue variable plays the most important role in improving the organizational health of the employees and the next variables playing an effective role in this respect include sportsmanship, conscientiousness, courtesy and altruism respectively.

Keywords: organizational citizenship behavior, organizational health, sportsmanship, conscientiousness, courtesy

INTRODUCTION

Organizational citizenship behavior is a concept of extra-role performance. Organizational citizenship behavior was first proposed by Batman and the organ in the early 1980s, based on concepts such as coordination (Barnard, 1983) and innovative and spontaneous behaviors (Farhangi et al., 2006).

The behavior of employees plays a significant part in the success of the organization. One of the behaviors that has been considered in recent years is organizational citizenship behavior. Organizational citizenship behavior refers to those behaviors that an employee is not forced by the organization to do; in other words, these behaviors are beyond the requirements of the role (Hosseini, 2013).

Organizational citizenship behavior is vital for the survival of an organization. According to theoreticians such as Organ, organizational citizenship behavior can maximize efficiency and improve organizational performance (Murphy, 2002). Bolino and Turnley found that citizenship behaviors generally have two common features: they are not directly enforceable (i.e., they are not technically required as a part of one's job) and they are representative of the special or extra efforts that organizations need from their workforce in order to be successful (Bolino et al., 2003).

In his book entitled "Organizational Citizenship Behavior: Good Soldier Syndrome", Organ defines organizational citizenship behavior as a behavior out of individual tendency and will and is not appreciated directly or explicitly through organizational official reward system but causes the promotion of organization's effectiveness performance. By voluntariness is meant that such

behaviors are not a basic requirement for the role and description of the work of the staff (Kernodle, 2007).

Organizational citizenship behavior has different dimensions. For example, Net Mir (1997) divided the organizational citizenship behavior into 4 categories: sportsmanship, civic virtues, conscientiousness and altruism (Castro et al., 2004). In 2000, Podsakoff divided organizational citizenship behavior into seven categories of (1) Helping Behavior, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development (Castro, 2004). Despite the growing attention to the concept of organizational citizenship behavior, a review of the literature in this area shows a lack of consensus on the dimensions of this concept. The results of the literature review show that there are almost 30 different types of citizenship behavior and several definitions have been presented for OCB, although there are some overlapping among them. However, there is no consensus on the various dimensions of the organizational citizenship behavior concept.

In fact, the most reliable categorization provided for the components of organizational citizenship behavior has been presented by Organ, which is used in various studies. Organ (1988) presented a multidimensional scale of organizational citizenship behavior that includes five types of altruism, conscientiousness, Sportsmanship, civic virtue and courtesy (Sanoabari, 2008).

However, an important factor that may be affected by organizational citizenship behavior is organizational health. Organizational health is one of the most obvious indicators of organizational effectiveness. Any movement toward organizational growth and development involves improving the work process in organizations, recognizing the current situation precisely, identifying the strengths and weaknesses properly, and then designing well-thought-out plans for improving the flow of affairs. Therefore, the concept of complete or positive health is considered in the medical and mental health domain. Organizational health allows us to have a bigger picture of the organization's health. A healthy organization is where people want to stay, work and be effective....

Organizational health is another framework for the conceptualization of organizational climate. On the other hand, a healthy and supportive organizational climate increases the employees' level of confidence, thereby increasing the efficiency of employees, which is, in turn, an important factor in enhancing the effectiveness of the organization. Organizational health was defined by Matthew Miles (1969), who, while proposing a plan for measuring the health of organizations,

claimed that organizations would not always remain healthy. In fact, the health of an organization affects the physical and psychological behavior, increases the security and meritocracy, values the stakeholders' knowledge, expertise, and personality, and increases their capabilities (Shiroudi, 2012).

An important topic for research in the field of organizational behavior is the identification of organizational citizenship dimensions. The most important dimensions of this concept, which have been mentioned in numerous studies (Organ, 1998) and have been used in this study as variables affecting organizational health include: altruism, civic virtue, conscientiousness, sportsmanship, and courtesy based on the theory proposed by Organ.

Today, it is felt that there are conflicts and issues in many organizations, and in particular in government agencies, which can threaten organizational health. Among these conflicts and issues are appointment of non-specialist and non-committed individuals for the key positions of the organization based on political relations, which may be the root of many debates that bring about employees' mistrust in the organization and threaten organizational health and justice. It can be said that these factors cause the organization's main mission to be marginalized and turn the organization into a tool for achieving personal and collective goals, which is far from organizational ethics and health at any level and position and Yasuj University of Medical Sciences is no exception, as these factors and many other factors threaten the organizational health of this university. Ethics and good behavior in work is one of the important issues in which the need to assess the status of organizational health and organizational behavior, which is one of the important indicators of organizational citizenship behavior, is felt, and after identifying effective indicators in this area, it is important to save the organization from the danger by training, providing the cultural background and institutionalizing these critical issues in organizations, especially governmental organizations.

The University of Medical Sciences, whose main mission today is to educate specialists and is directly related to educating the next generation of physicians needs to place these issues among the top affairs of the organization and take the necessary measures in this regard. To achieve this goal, we have sought to determine whether there is a relationship between the organizational citizenship behavior of the staff of the University of Medical Sciences and organizational health or not, and to provide the required solutions and actions to be taken in this regard.

RESEARCH METHOD

This is an applied research in terms of purpose, a correlational research in terms of the nature and method, and a cross-sectional study in terms of time. The main measurement tools used in this study were Podsakoff, et al.'s (1990) Organizational Citizenship Behavior Questionnaire with 24 questions, and the Organizational Health Questionnaire derived from Sharifi (2010) which contains 44 questions measured with scales ranging from "very high" to "very low". The Cronbach's Alpha coefficients for the two mentioned questionnaires were 0.74 and 0.79, respectively. The study population consists of the managers and staff of Yasuj University of Medical Sciences, with a total number of 961 people. The researchers used Morgan table in this research to determine the sample size and selected 274 managers and employees as the sample size. A non-random (convenience) Sampling method was used in this research. The researchers also used descriptive and inferential statistics (Pearson correlation coefficient and regression) and SPSS software in order to analyze the data.

FINDINGS

Main hypothesis: There is a significant relationship between organizational citizenship behavior and the organizational health of the staff of Yasuj University of Medical Sciences.

The results of the Pearson Correlation test presented in Table (1) show that the correlation coefficient is 0.972, which is significant at the level of 0.001. Therefore, it can be concluded that there is a significant relationship between organizational citizenship behavior and the organizational health of the staff of Yasuj University of Medical Sciences at 99% confidence level.

Table 1. Results of the test of correlation between organizational citizenship behavior and employees' organizational health

variable	Employees' organizational health		
	Pearson		Frequency
organizational citizenship behavior	Correlation coefficient	Level of significance	274
	0.972**	0.000	

** Significance at 95% level; *: significance at 99% level

Sub-hypotheses

The results of the Pearson correlation test (Table 2) show that the correlation coefficient is significant at the level of 0.001. Therefore, it can be stated that there is a significant relationship between organizational citizenship behavior (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) and organizational health of the staff of Yasuj University of Medical Sciences at 99% confidence level.

Table 2. The results of the test of correlation between dimensions of organizational culture citizenship and organizational health of employees

variable	Employees' organizational health	
	Pearson	frequency
altruism	Correlation coefficient	Level of significance
	0.757**	0.001
conscientiousness	0.890**	0.001
sportsmanship	0.926**	0.001
courtesy	0.866**	0.001
civic virtue	0.933**	0.001

** Significance at 95% level; *: significance at 99% level

Regression Analysis

As shown in Table 3, the calculated F (1126.819) is statistically significant at 95% confidence level. Therefore, it can be concluded that there is a significant relationship between organizational citizenship behavior and organizational health of the staff of Yasuj University of Medical Sciences.

Table 3. A summary of the model

	Sum of squares	Degree of freedom	Mean square	f	level of significance
regression	197223.126	4	39444.625	1126.819	.000
Remainder	9311.403	269	35.005		
sum	206534.529	273			

As shown in table (4) and based on the T-statistic and levels of significance, it can be concluded that all dimensions of organizational citizenship behavior have a significant correlation with the organizational health of the staff of Yasuj University of Medical Sciences. Based on the calculated beta that prioritizes the effect of the variables in question regardless of the index, the civic virtue variable, with a beta of (0.305) has the highest role in improving the organizational health of the staff of the Yasuj medical university and the next variables are sportsmanship with a beta of (0.898), conscientiousness with a beta of (0.238), courtesy with a beta of (0.133) and altruism with a beta of (0.100) respectively.

Table 4. Regression coefficients

Variable	Non-standardized coefficients		Standardized coefficient	t	level of significance
	B	Standard error	BETA		
Fixed value	8.276	1.913	**	4.327	0.000
altruism	0.816	0.175	0.100	4.663	0.000
conscientiousness	1.974	0.209	0.238	9.454	0.000
sportsmanship	2.201	0.248	0.289	8.860	0.000
courtesy	0.982	0.186	0.133	5.285	0.000
civic virtue	2.878	0.318	0.305	9.039	0.000

DISCUSSION AND CONCLUSION

The analysis of the findings of the main hypothesis showed that there is a significant correlation between organizational citizenship behavior and the organizational health of the staff of Yasuj University of Medical Sciences at 99% confidence level and it can be stated that there is a significant positive relationship between these two variables. Therefore, based on the results of this hypothesis, we can say that the development and enhancement of the dimensions of organizational citizenship behavior can improve the organizational health of the staff of Yasuj University of Medical Sciences. In addition, the analysis of the findings of the sub-hypotheses of the present study showed that all dimensions of organizational citizenship behavior are significantly associated with the organizational health of the staff. The calculated beta in the regression analysis that prioritizes the effect of the variables in question regardless of the index shows that the civic virtue variable has the greatest role in improving the organizational health of the employees and the next variables in the order of importance are sportsmanship, conscientiousness, courtesy and altruism respectively.

Today, human resources is considered one of the most important factors affecting organizational development and one of the most valuable organizational assets. It is one of the most important indicators of competitive advantage that has a significant impact on the development and improvement of the efficiency and effectiveness of the organization, Organizations seek to attract the most competent and the best human resources. Moreover, organizational citizenship behavior is also one of the most important features of human resources, which, if properly developed and improved, can lead to the development and improvement of the organization's performance in various aspects. Considering the results of this study, which showed that organizational citizenship behavior has improved the organizational health of the staff of Yasuj University of Medical Sciences, we recommend that this organization pave the way for the organizational health and other indicators of organizational development in order to improve the extra-role behaviors and dimensions of organizational citizenship behavior. Measures also need to be taken to improve the organizational health through employee participation in workplace-related decision-making.

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How to cite this article:

Shamsuddin E, Alamdari A, Porhemmat M, Nejati M. Investigating the relationship between organizational citizenship behavior and organizational health of the staff of yasuj University of medical sciences. J. Fundam. Appl. Sci., 2018, 10(1), 495-503.