Organizational Citizenship Behavior

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Abstract

In this article we have tried to relatively new concepts of organizational behavior, the OCB with a comprehensive view justified. In order to obtain more efficient bureaucratic management efforts maintain the organization's hierarchy pyramid. Therefore, the citizens in the democratic value system are increasing. Now that the importance of citizens as a source of understanding is very important, their behavior can be considered very important and that is why many researchers have tried to analyze the behavior of citizens. And to the question "why are similar organizations and similar organizations run some more successful" answers to why six variables related to OCB and how their relationship with citizenship behavior is studied. The first provides a definition of citizenship behavior and the scale of the variable specified. Next, policies and organizational measures that can be effective in improving the behavior of the organization have been proposed.

Keywords*: Organizational citizenship behavior, behavior of citizenship, policies to encourage civil behavior*

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Introduction

In order to obtain more efficient bureaucratic management efforts to maintain the organization's hierarchy pyramid. So there are superficial and unreliable relations between people. But human values and democratic relations among people, however is correct and reliable. In such an environment is given to the organization and its members. The attention of the citizens in the democratic value system is increasing. Now that you understand the importance citizens as one of the most important resources are, their behavior can also be considered important and that is why many researchers have tried to analyze the behavior of citizens. In general, citizenship behavior is a valuable and useful behavior that people are arbitrarily and voluntarily express. Thus, the study of the behavior of individuals within the organization such as organizational citizenship behavior is known, it seems very important and this article is going to deal with this.

Concepts of organizational citizenship behavior

The concept of organizational citizenship behavior first by Batman and organs in the early 1980s, the world of science was presented. Original research in the field of organizational citizenship behavior was more to identify the responsibilities and behaviors that employees have in the organization, but was often overlooked. This behavior although traditional measures of job performance were measured partially or even sometimes were ignored was effective in improving organizational effectiveness (Bienstock et al., 2003). The actions that occur in the workplace are defined as "a set of voluntary actions are not part of the official duties, however, he carried out the duties and functions of the organization will improved "(Appelbaum et al., 2004). For example, a worker may be required to work overtime and stay up late or not,

however, to improve current affairs and facilitate the work flow of the organization, more than their official stay in the organization and helps others (Kropanzanoo Byrne, 2000).

Organ also believed that organizational citizenship behavior, individual behavior and voluntary organizations is not designed directly by the formal reward system, however, improved effectiveness and efficiency of organizational performance.

This definition focuses on three key features of citizenship behavior: first, that this behavior should be voluntary is not a predetermined task and not part of the official duties of the individual. Second, the benefits of this behavior, organizational aspects and the third is organizational citizenship behavior is multifaceted in nature.

With these definitions, the man expected to exceed the requirements of their role as a corporate citizen and beyond official duties in the service of the objectives of the organization. In other words, the OCB is seeking to identify, manage and evaluate the Meta-role behavior of employees in an organization, and as a result their behavior improves organizational effectiveness (Bienstock et al., 2003).

Why is the number of organizations that have the same structure and the same run some of them more successful?

It asked to understand the behavior of individuals in organizations that organizational behavior. Therefore, the manager can cause (because) we can understand the behavior of employees in organizations to predict and control their behavior.

Theoretical foundation

Key features include OCB type of behavior beyond what the organization formally described. Behavior is discretionary and is based on individual interests. Behavior that does not seek to directly reward or through a formal organizational structure is not appreciated. Behavior and

success of organizations is very important for the performance of the organization. Research in the field of organizational citizenship behaviors are mainly three types: a group of research focused on the prediction of organizational citizenship behavior. In this context, factors such as job satisfaction, organizational commitment, organizational identity, organizational justice, trust, leadership of the relationship between leaders and followers have been proposed as risk factors organizational citizenship behaviors. On the other hand, some studies have focused on the consequences of organizational citizenship behavior, in this context, factors such as the performance of the organization, organizational effectiveness, organizational success, customer satisfaction, customer loyalty and social capital is raised. Some research has focused exclusively on the concept of organizational citizenship behaviors and have tried a new definition of it, determine its dimensions or with the help of factor analysis for assessment of this concept to create a standard scale.

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Variety of citizenship behavior in the organization

Graham (1991) believes that organizational citizenship behavior of three kinds (Bienstock et al., 2003):

1. Obey the organization: This term describes the necessity and desirability of actions to identify, in the sense of discipline have been adopted. Corporate actions obedience indicators such as respect for the rules of the organization, tasks complete and fulfill responsibilities with regard to organizational resources.

2. Organizational loyalty: loyalty to the organization of their loyalty, other individuals and units and different organizational units and relevant to the dedication of the staff in the organization, and to defend the interests of the organization.

3. Organizational participation: the word involved in managing the organization emerges such that it can attend meetings, to share their ideas with others and understand the current issues of the organization said.

Graham with this category of citizenship behavior believes that this behavior is directly influenced by the organization's legal given. In this context, civil rights organizations include justice, employment, evaluation, and complaints from employees. Accordingly, when employees see that a civil rights organization most likely of his citizenship behavior (of obedience). After the impact of legal civil rights organizations, including fair treatment of employees, such as salaries and benefits and social situations - on the behavior of employees is also the same case. When employees see that social rights will be loyal to the organization and organizational citizenship behavior (of allegiance) self occurs finally, when people see their political rights are respected in the organization and the right to participation and decision-making in the areas of policy are still OCB (of participation).

Dimensions of Behavior of citizenship

About the dimensions of organizational citizenship behavior, there is no consensus among researchers. Research in this field in various aspects such as helping behavior, generosity, forgiveness, loyalty to the organization, follow the instructions, individual innovation, conscience, personal development, polite and thoughtful, civil behavior and altruism are discussed.

Padsakf in 2000 classified these behaviors has done extensive organizational citizenship behavior is divided into seven categories.

1. Assistance based behavior

2. Generosity

3. The individual innovation

4. Civic virtue

5. Organizational Commitment

6. Self-satisfaction

7. Personal development

Bolino (2003) the following components as indicators of organizational citizenship behavior are introduced:

1. Loyalty

2. Conscientiousness

3. Participation (social, education, multitasking and civil)

4. Respect and attention

5. Sacrifice

6. Tolerance (the spirit of chivalry)

Performance citizenship activities such as helping others do the staff, support and volunteer organizations in the tasks and responsibilities include components specifically to account for corporate citizenship performance model with the following four projects:

1. Diligently with great passion and effort that is necessary to complete the successful business activities

2. Volunteering to carry out business activities that are not officially part of the duty of individuals

3. The assistance and cooperation with others

4. Follow the organizational rules and procedures

Perhaps the most common examples provided on the different dimensions of organizational citizenship behavior provided by Oregon, which is used in different studies. These dimensions are:

1. Social Etiquette: requires the support of the administrative operations of the organization.

2. Altruism: helping colleagues and staff to perform the duties specified in a way beyond what is expected.

3. Consciousness: doing set way beyond what is expected.

4. Generosity: the emphasis on the positive aspects rather than negative aspects.

5. Courtesy: consult with others before attempting to give notice before the operation, and exchange of information.

Socially, conscious and altruism as contributory factors have made active and positive. Social practices as behavior show respect to the participation of social life organization. Social practices, including practices such as participation in extracurricular activities and additional, even when this presence is not necessary and supporting the development of changes presented by the managers of the organization and is interested in reading, magazines and increase public information and the importance of the posters and announcements to inform others in the organization. Graham believes that a good corporate citizen should not only be aware of the issues of the day but should also actively comment and have solution consciousness behavior that is beyond the requirements specified by the organization's work environment (eg working

after business hours for the benefit of the organization). Organization also believes that people with progressive citizenship behavior in the worst conditions, even in the case of illness and disability continue to work. Altruism useful and beneficial behaviors such as intimacy, empathy and compassion among colleagues suggest that directly or indirectly work helps employees with problems. Some experts altruism and conscientiousness put them in a class of "helping behavior" are considered.

Chivalry and courtesy are components that represent avoid damage to the organization are entering. Generosity is the inevitable tendency of patience in the face of large distortion and extortion of work is done without complaining. While civility is about thinking one's actions affects others. 4 bodies that every citizen behavior may not emerge at the same time, for example, may be people who are believed to have the consciousness, always be kind and devoted friend.

Or that some of these aspects, such as altruism and consciousness tactic put pressure on the directors of the organization. The staff tries by doing this exercise on the management decisions to upgrade or rewarding them influenced. The staff of "good soldier" of a "good actor" is converted.

Loyalty

By virtue of citizenship

Reverence

Chivalry

Altruism

Behavior of citizenship

After enumerating the dimensions of the body, implying that all dimensions of citizenship behavior may not emerge at the same time, for example, people who we think have the conscientiousness may not always kind and devoted friend, or if some of these aspects, such as altruism and duty tactic to put pressure on the directors of the organization. The staff tries to make these actions to improve the management decision-making process or rewarding their impact. In this case, organization employees have "good soldier" and "good actor" (Castro, Amario and Ruiz, 2004).

Policies to encourage civil behavior

Strengthening of citizenship, like any other manner of his head, is the need to encourage. One of the things can influence policies and actions in the field organization. Corporate managers should set appropriate policies and strategies, in order to become more prosperous citizenship behaviors in their efforts. Therefore, we can mention a few of these measures is to promote and encourage suited citizenship behavior.

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1: choice of employment

Some researchers believe that people with symptoms of good citizenship occurs in the same areas of their personal lives tend to be good corporate citizens. The organizations must recruit and recruitment processes that are designed to attract people with citizenship behavior progressive organization. The selection tools to identify employees who may be good corporate

citizens used, the interviews are better than other tools. In an interview to be more cooperative behavior and group insisted on the possibility of selecting employees for citizenship behavior is high. The selection and hiring processes, organizations should be important to note that civil actions should not replace the traditional functions of the job. The features that are traditionally not required to do a job for being a good citizen are ignored.

2: Training and Development

Some organizations may identify themselves as good citizens and people with citizenship behaviors potentially is not able to attend to the required amount, recruit and hire these people. But they can run training programs for current employees; to create useful and productive citizens of their behavior. The use of educational programs facilitates interpersonal support among the staff. But to develop the skills of employees, middle and job rotation programs can be used. Another method of educational programs, development plans, which is directly linked with citizenship behavior. Studies and surveys show that training for supervisors based on the principles of justice and increased organizational citizenship behavior among subordinates is relevant. In other words, employees who have caregivers over the course of justice than other employees tend to show self-citizen behavior.

3. Performance evaluation and Compensation

Organizations can create regular and logical systems to provide rewards to staff greatly facilitate citizen behavior. Previous studies indicating that there are more people in jobs that contribute to the possibility of receiving a reward. For this reason according to the effective reward systems and contingency by the very influential is shaping good citizens. The majority of organizations to encourage civil behavior, annual bonuses to employees some of the Meta-role behaviors, not

people who just want to have a positive individual features. Despite the importance of this issue in discussions of citizenship, the organization is offering incentives to employees who are directly involved in citizenship behaviors and the potential loss and the direction of greater rewards to the official tasks. Some researchers suggest that the reason for this in the following way too much attention to Meta-role behavior by the staff, to get the reward, causing neglect and negligence of official duties and organizational tasks related to their staff rather than pay for things beyond their role; while the aim of encouraging citizenship behavior, and promote cooperative behavior in the organization's official duties.

However, organizations need to know which direction to encourage citizenship behavior and organizational systems do not reward you at the individual level, this is because they show that teamwork of staff benefits to the entire organization back and give value to their reward.

4: Informal systems

In addition to official actions and practices that are effective in strengthening citizenship behavior, there are informal processes that organizations can make to the development and further strengthening of their citizenship. Some social psychologists believe that social pressures and norms of a group often more effective than formal procedures have on individual behavior in organizations. For this reason, the development of informal mechanisms such as corporate culture, a pivotal element to strengthen citizenship behavior in the workplace. Let me add that the rise of participatory culture through socialization process takes place, a process in which new members of the items that the other members of the organization is good and acceptable learn and training are necessary in this regard. Having regard to the socialization of the organization to strengthen citizenship behavior can also be effective. Factors affecting organizational citizenship behavior reviews meta-analysis on the relationship between organizational citizenship behavior

and the factors affecting it reflect the fact that four of these studies have been highlighted as follows:

Individual characteristics of staff

Job Specifications

Organizational properties

Leadership qualities

Initial research in this area has been done by the Oregon and colleagues, primarily on the attitudes of staff, supportive attitudes and focused leader.

Further research in the field of leadership by "Podsakof" and his colleagues carried out, leadership behaviors territory to a variety of interactive and transformational leadership behaviors have developed. The effects of job characteristics and organizational leadership mainly work on the alternatives proposed by various scholars have studied. Early studies of individual characteristics into consideration, they are focused on two core principles:

First, it is a general factor affecting the morale of Oregon and Ryan (1995).

As the basis for employee satisfaction, organizational commitment, perceptions of justice and perceptions of supportive leadership are considered; secondly, the research indicates a significant relationship with OCB research indicating the importance of these variables in determining how the OCB.

Regarding occupational factors, mainly around the topic of leadership substitute's theory the results reflect the ongoing relationship between job characteristics and behavior of citizens.

In addition, all three job characteristics, including literature, alternative theories of leadership (job back, repetitive job satisfaction within the job) are significantly associated with different components of organizational citizenship behavior (altruism, decency, consciousness, generosity

and social mores) were related, so that an effective relationship between the feedback and job satisfaction, organizational citizenship behavior exists within the occupation; while the duplication of work shows a negative relationship with OCB. The relationships between organizational characteristics and organizational citizenship behavior is to some extent with the confusion; as recognized organization, organizational rigidities, support staff and spatial distance, organizational citizenship behaviors not related pension. However, factors coalesced with all components OCB has a positive relationship and perceived organizational support was significantly associated with altruism staff. In addition, reward leaders factors outside the control of altruism, decency and conscience were negatively related work. Other factors affecting organizational citizenship behavior, leadership behaviors that behavior is divided into two categories:

1: transformational leadership behaviors (fundamental change behavior, set outlook, creating an appropriate model, to promote the acceptance of group goals, performance expectations and intellectual stimulation) and interactive behavior (reward and punishment of contingency actions, behavior, reward and punishment, non-contingency).

2: behavior led to the theory of path - goal (behavior described role, specific procedures or supportive leadership behavior) and leader-member exchange theory of leadership.

In addition, transformational leadership behaviors with the five elements of organizational citizenship behavior in a positive and significant relationship between transactional leadership behaviors, two types of behavior has a significant relationship with the five elements of organizational citizenship behaviors that are associated with positive behavior reward contingency, contingency and non-punitive behavior having a negative relationship. The leading theory of the course - aims, leadership behavior support a positive relationship with all the

components of organizational citizenship behavior, and outlines the role of the leader of the only components of altruism, courtesy, generosity is conscious and positive relation finally, the theory of leader-member exchange OCB has a significant relationship with all elements positive. In other research, the relationship between leader-member exchange theories, organizational citizenship behavior was investigated, the results of this study show that improve the quality of leader-member exchange, commitment and promotes citizenship behavior.

Some internal factors affecting the work ethic

Work ethic is one of the most important issues of human resource management influenced by factors internal and external. The scope of this paper is to identify and assess internal factors that can affect the employee's work ethic. After reviewing the literature and considering the characteristics of the study, three major internal factors affecting the work ethic were noted as follows:

Goals and strategies

Management

Business processes

Goals and strategies

In the hierarchy of objectives, plans, goals, strategies are long-term above and can be long-term goals of the organization is trying to provide specific conclusions as to achieve its mission, defined; the strategy means that the company can achieve its long-term goals through them. Guidelines for the implementation of short-term programs will become an annual show itself in the form of goals or plans. The annual goals are short-term goals of the organization to achieve long-term goals to achieve them. The organization's goals and strategies can be developed in such a way as to increase the awareness of employees may be moral, political culture improve,

leaders and staff are committed to the organization and to communicate effectively with the help of stakeholders. Having regard to ethical principles in the formulation of strategic plans can also be effective in its implementation.

Management

Process management effective and efficient use of human and material resources on the basis of a value system accepted by planning, organizing, mobilize resources, guidance and control operations are carried out to achieve the goals set. The administrator can through reward systems, structure, setting policies related to human resources, organization and, above all, through human interaction and deal with the ethical climate of the organization's influenced. The cultural space of any size and value of the organization's management style more consistent and more can be done to strengthen the beliefs and lead values and ethics.

Skills of managers:

Technical skills:

Including the abilities or knowledge that a person of his professional career. The experience and technical skills training and education results obtained.

Human skills:

The ability communicates among employees to motivate and provide suitable conditions for them to participate in the work.

Perceptual skills:

The ability of analyzing and solving problems and perceptual skills to enable managers identifies problems and different solutions and, the best way to choose the appropriate decision.

Processes

Change the target using a feedback mechanism, process, or the process say. Each process has a

purpose, structure and results. The process on how join the processes and factors to achieve a certain result. The processes can be designed and built in compliance with the transparency standards of moral codes, set up control mechanisms such as self-control, accountability mechanisms, socialization and training on the job, to convey ethical values to employees, especially new employees, ensuring.

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The theoretical discussions about the issue, the two main internal factors affecting the work ethic and it are derived. Internal factors, including the size of the main objectives and strategies, management and business processes are contributing to the work ethic. To work ethic, four dimensions of commitment, professionalism, commitment and dedication relationship is intended to strengthen internal factors mentioned, increases work ethic and organizational behavior. Another factor affecting organizational ethics and devices is the issue of work-related stress and workplace.

Stress and its impact on employees in the workplace in recent years are considered. Stress management is to provide a calm environment for staff to perform administrative duties.

What is stress?

Stress usually occurs when a person challenges facing development is threatened or in other words, the ability of the individual to balance work and asked him not include the stress in certain cases and increases the interaction of the individual and his work environment:

** When a person is under threat, challenge or is damaged.

** When a person finds something that will not affect his life in peace and prosperity.

** When a person is not sure it can successfully challenge or threat posed by avoiding the pass.

People tend to accept the amount, type and duration or period of stress and different ways of coping with it. Employees in most cases, to understand change and stress, but the problem is that it can do nothing to deal with.

Motivation and stress

To better understand the psychological pressure, understanding how motivation is a cyclical process, is necessary.

Motivation cycle usually begins manifestation of a need: someone wants to do it (motivation) and so it does. What a person does, he is closer to his goal. At the time, the feeling of satisfaction, but if you do not succeed, dissatisfaction and the feeling may increase the severity of need and pressure.

However, the cycle does and the person is ready to do something new, a new goal to achieve. This means that people's satisfaction does not last forever, and this is a major source of stress for managers. For managers, it is possible that the motivation of employees to reduce their stress. Although that may be directly motivated staff does not happen; but could provide a suitable environment to create the incentives to provide employees and managers with a simpler and more effective it is. There is an old thinking about motivation and the more pressure the workers into coming, more work done. The motivational theory was wrong, or at least not enough. To some extent it is true that the staff pressure, the more work they do; but since then the efficiency remains constant in this case, if the manager wants in this way to increase personal efficiency, the result is reversed and may even face personal efficiency flaws. Yarkez and Dodson in 1908, both in relation to the cycle of motivation and psychological pressure were introduced: first, that the simple, more, more motivation level is imposed, and second, that the shorter working time is

the tolerance level higher motivation,. In the result, motivation, whether it is low or high, leading to stressful behavior can cause. The important thing is that for most people stress the lack of control over their disease and not a cause. Stress is bad when it does, is that the person, who asked him to work and adaptation of work to do there.

Tasks of the organization against stress

Organizations alone cannot do anything in this regard. The managers are they can take a step in this regard. What do managers and employees about this can be attributed to the organization. If an employee is faced with a serious problem despite the fact that the problem appears to be gone, problems remain, the relevant expert help should be taken to solve it and not to the manager directly to fix the problem, because too much attention to your problem is stressful. Frequent feedback on the effectiveness of the return is confidence and his ability. To eliminate or reduce stress can be short-term tasks in individual ability, assigned to him and reassure him that you know he is done. Then gradually, difficult tasks assigned to him and in any case the positive feedback you use, as long as the real power to achieve. If the employee fails to perform the tasks assigned, it is not great. He needs to regain his confidence. So let me stand on it.

Conclusion and Recommendations

To abolish the current unfavorable conditions in the field of organizational citizenship behavior and work ethic were the major organizations in the country, suggestions and solutions can be provided to suit local conditions governmental organizations, the most important of which are:

Altruism, among the important factors that, in its OCB better rating than other components of organizational citizenship behavior, on the same distance to the desired status is recommended that staff be encouraged to establish an intimate relationship with their partners and when they

need help, assist them in solving their problems. The Community customs employees and managers to participate actively in the meetings of the organization to provide constructive recommendations urged and to communicate with people outside the organization, positive image of the organization and would provide good reputation and the reputation of the organization. OCB is consciousness of the other components of the aforementioned components in a more unfavorable situation. In such an environment have encouraged people to follow the rules of the organization; so that the absence of oversight bodies do their work efficiently and in the process of the challenge of the work, the seriousness of the activity and welcomed the early tasks. Private mutual coordination among the components of organizational citizenship behavior which reflects the lack of this type of behavior in the work environment is studied. To improve this situation, it is recommended not to blame each other and behind each other's employees do not gossip, if you have a position of power in the organization, do not abuse their position and using illegal and illegitimate ways do not harm the personal interaction. Employees and managers should be in the spirit of generosity. The results indicate that the element of organizational citizenship behavior is inappropriate. In order to strengthen the positivism in people, try not to look too big problems instead of complaining about the situation of the organization is looking for ways out of problems. The results show that employees and managers of the resources are not well protected. Thus, instead of dealing with personal affairs during business hours and the use of corporate devices for personal activities, people should not be looking for an excuse to leave to go and masonry are not coming to work.

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