

ANALYSIS OF THE ROLE OF ORGANIZATIONAL
COMMITMENT AND SOCIAL NETWORK TIES ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR
CASE STUDY: UNIVERSITY OF ISFAHAN STAFF

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Abstract

The aim of this study was to analyze the role of social networks and organizational commitment variables on employees OCB. This study was conducted on 150 samples of Isfahan University employees. Data collection in this study was based on a standardized questionnaire with 56 questions. Validity of the questionnaire was confirmed by Comments of some professor of management, and its reliability was confirmed by using Cronbach's alpha.

The results of this study indicate that organizational commitment and social networks ties have a positive and significant impact on organizational citizenship behavior and the factors of distributive justice, procedural justice, interpersonal collaboration and the need for social approval had significant positive impact on organizational commitment. And also factors of need for social approval, dependent functions, and dependent outcome have positive and significant effect on social networks ties variable. And the results showed that the factors of individual cooperation dose not have any impact on social networking ties of Isfahan University employees.

Keywords: *organizational citizenship behavior, organizational commitment, social network ties, distributive justice, procedural justice*

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Introduction

Nowadays issues related to employee behavior are considered beyond the organizational and job assignments. OCB is behavior change which has considered the issues such as conscientious work. A major limitation in the previous studies on organizational citizenship behavior was lack of attention to OCB in different industries especially in the service industry. It should be noted that the behavior of workers in the service industry, increasingly have been effective on growth of this industry. Workers in the service industry are representing of their organization to contact with people outside the organization (Motowidlo et al, 1900), and leading to enhanced or reduced organizational imagine (Schneider and Bowen, 1993).

Goudarzv Chegini (2009), in his study stated that loyalty is the most important aspect of organizational citizenship behavior. This concept of organizational citizenship behavior has a close relationship with organizational commitment. Smith and Organ express that the OCB is behavior that aims to help organizations or co-operate and to show a sense of responsibility towards the protection of the system (Yilmaz and Cokluk, 2008).

This paper will examine organizational citizenship behavior in three important aspects include factors of individual – organizational, individual factors and interpersonal factors. Also, social network ties and organizational commitment is expressed as two major mediators in relationship between organizational citizenship behaviors.

Organizational citizenship behavior

This concept was proposed for the first time by Batman and organs in the early 1980s. Initial research in feild of organizational citizenship behavior seeks to identify the some behavior or responsibilities of employees in the organization that often were been ignored (Bienstock and et al, 2003). Organizational citizenship behavior includes activities that have not job description and official responsibilities in the organization (Zhang and Organ, 2004).

With reviewing the literature of organizational citizenship behavior, can potentially identify about 30 different types of behavior (Podsakoff and et al, 2006). However, due to the large overlap exists between these behaviors; it can generally be classified into seven categories, which are as follows.

1- Fairness: what it is meant to endure inevitable problems without any objection (Organ and et al., 2006).

2- Helping behavior: The meaning is voluntary assistance to others, selflessness, peace and hopes and gets morale and avoid of working accidents and problems (Organ and et al., 2006). Appreciate and recognizing the success of such cooperation, which brings positive effects to continue its positive cooperation in the future.

3- Dignity of citizenship: shows a responsible participation and enthusiastic of organizational life which will affect the interests and high levels of commitment to the organization (Podsakoff and et al., 2006).

4- Conscience: Behaviors that are above the needs of the job and related to obey the laws and regulations, in time presence and so on (Organ and et al., 2006).

5- Obey: it is the acceptance and assimilation rules, regulations and guidelines of the organization which causes to honestly follow of rules, even when there is not any monitoring in the organization (Podsakoff and et al., 2006).

6- Loyalty: Loyalty refers to the sense of identity and follows the managers and organization to go beyond the group interests of individuals (Organ and et al., 2006) that including the seriousness of the advertising in favor of the organization (George and Jones, 2001), in support of organization against the people outside the organization and defend it against external threats and exist organizational commitment even in the opposite situation (Podsakoff and et al., 2006).

7- Self growth: includes the volunteer staff action to increase knowledge, skills, and professional capability along with the latest information regarding their field which includes the three dimensions such as social, occupational and supportive participation (Tavakoli and et al., 2009).

Organizational Commitment

Organizational commitment is a multidimensional concept that will lead to positive employment outcomes, including reduced absenteeism and displacement (Riketta and Dick, 2005), citizenship behavior, work effort and improve the job performance. Two general approaches can be found in the research literature to define organizational commitment. In the first approach, commitment defined as the staff's goals to continuous work in the organization. The second approach defines organizational commitment as an interest that exists between people and organizations and reflective of emotional involvement of employees in the organization (Jaramillo and et al, 2005). According to the literature and the findings of other studies, the hypothesis of this research is:

1. Organizational commitment has a positive impact on organizational citizenship behavior.

The theoretical literature on the relationship between justice and organizational commitment is rooted in research based on justice that shows that fair judgment has positive and unambiguous effects on promotion and improvement of the approach of commitment (Roberts and et al., 1999).

According to Dubinky and Levy (1989), the level of pay, payment rules, and distribution functions (forms of distributive justice) were positively associated with organizational commitment. Kvralz (1994) showed that the satisfaction arising from creating opportunities for promotion within the organization (a form of distributive justice) and the satisfaction arising from the evaluation criteria used in the organization (a form of procedural justice), are directly associate with commitment (Lin and et al., 2007). Thus, the first and second sub-hypotheses related to the main hypotheses are:

- 1.1 - distributive justice has a positive impact on organizational commitment.
- 1.2 - procedural justice has a positive impact on organizational commitment.

Social Network Ties

Labor ties, emphasize on participation in the work environment and emotional ties emphasize on having friendship in outside of workplace. Social networking is defined as interpersonal ties wich including the interrelationship that will help to transfer social, physical, or financial information resources between employees and partners (Manev and Stevenson, 2001). Employees, who have a strong social network, provide a good picture of organization to customer, providing the commitment of quality and presenting strategic information about customer needs that this behavior is beyond their main functions (Pitt and et al, 1999). According to the literature and the findings of other studies, the second hypothesis of this study is:

- 2 - The social network ties have a positive effect on organizational citizenship behavior.

Task dependency is when organizational members "must" to share their materials, information and requirements to achieve the desired performance; whereas the outcome dependency is when the organizational members "must" consider the output of the other members to achieve their personal goals and rewards (Van der Vegt and et al., 1999). The word "must" indicates that employees are forced to share the successes and failures and so, they are concern about the partner's tasks and results (Lin and et al., 2007). Thus the following hypothesis is proposed:

- 2.1-outcomes dependence has a positive effect on social network ties.
- 2.2- dependence tasks have a positive effect on social network ties.

Individual Cooperation

Nowadays having a strong employee participation in organizational activities may lead to increased organizational commitment and Organizational citizenship behavior will improve (Sunshine and Tyler, 2003). Employee involvement as a personality characteristic, determines the ability of individuals to maintain a commitment to organization and develop social network ties with other (Yilmaz and Hunt, 2001). Whereas, some staff with low engagement morale, put their main priority to maximize their own welfare, regardless of the welfare of others, some other staff with a strong participatory morale, put their main priority to communicate with colleagues and organizations to provide mutual benefit to achieve a common goal (Lin and et al., 2007). This phenomenon is the result of a strong organizational commitment and social network ties. According to the literature, two other sub - hypothesis of this study are:

- 1.3- Individual Cooperation has positive impact on organizational commitment.
- 2.3- Individual Cooperation has positive impact on Social network ties.

Need for Social Approval

People with a strong need for social approval are likely to be wholeheartedly committed to the organization and promote social network ties with others. This staff looking for gaining a favorable assessment by other powerful people in the organization that they do this in the proper social and organizational way (for example, through made a close social relationship) and avoid inappropriate behavior that may lead to a negative evaluation (Lin and et al., 2007). Due to this, the next two hypotheses are:

- 1.4- Need for social approval has positive impact on organizational commitment.
- 2.4- Need for social approval has positive impact on social network ties.

Research conceptual model

Based on the literature and research hypotheses, the initial structural model in this research is shown in Figure 1.

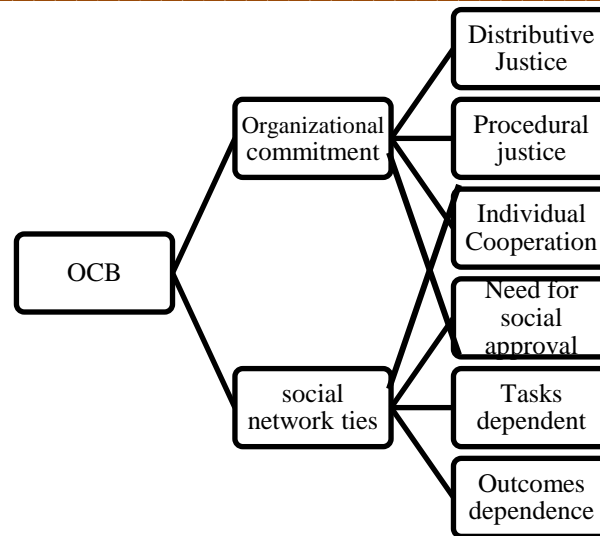


Figure 1, Factors influencing organizational citizenship behavior, Lin et al (2007)

Methods

This research is application based on target and is descriptive – survey based on methodology. Data collection has been standardized questionnaire of Lin et al (2007) that 6 questions was related to demographic information such as gender, marital status, age, education and work experience and the rest of the questions were used a Likert range (1-very low to 5-very much). The sample of the study after calculates the variance of a preliminary sample and using Cochran's formula was evaluated 150 people. And then randomly stratified samples were selected from university employees.

Data Analysis

In Table 2 the information of first part of the questionnaire is given that included gender, marital status, age, education and staff experience.

Table 2 - separation of sample data, Based on demographic characteristics

gender		marital status		education		experience		age	
femal	57/3	Married	82%	Diplom	16%	1-5 year	34%	20-25 year	18%
e	%	Single	27%	a	8/7%	6-10 year	26%	26-30 year	23/3%
male	42/7			AD	53/3%	11-15 year	14/7%	31-35 year	25/3%
	%			BS	20%	16-20 year	14%	36-40 year	10%
				MA	2%	Up 20	11/3%	41-45 year	15/3%
				PhD				46-50 year	4/7%
								Up 50	3/3%

In order to analyze the second part of the questionnaire, the SPSS software was used for statistical inference and the research hypotheses were examined by using Pearson's correlation

coefficient that the results are given in Tables 4, 5 and 6. In the following the regression equation has been used in order to investigate the relationship between organizational commitment and the related sub-hypotheses as the independent variable and the organizational citizenship behavior as the dependent variable.

Table 2, Regression

hypotheses	β_0	β_1	T	p-value	R ²
1	1/936	0/200	3/014	0/003	0/058
1-1	1/730	0/565	6/111	0/000	0/201
1-2	2/560	0/374	4/538	0/000	0/122
1-3	1/131	0/670	6/296	0/000	0/211
1-4	2/213	0/487	5/977	0/000	0/194

According to Table 2, the p-value obtained is smaller than the Type I error in rate of 0/05, Thus the first main hypothesis and its sub-hypotheses are confirmed with 95% confidence. Also, organizational commitment has a positive coefficient in the in the regression equation therefore expresses this fact that increase of organizational commitment leads to increase of OCB.

Table 3, Regression

hypotheses	β_0	β_1	T	p-value	R ²
2	1/682	0/382	5/916	0/000	0/191
2-1	2/212	0/122	1/229	0/221	0/01
2-2	1/760	0/274	3/813	0/000	0/089
2-3	1/825	0/251	3/717	0/000	0/085
2-4	0/002	0/185	3/144	0/002	0/063

According to Table 3, the p-value obtained is smaller than the Type I error in rate of 0/05, (except for the first sub-hypothesis). Thus the first main hypothesis and its sub-hypotheses (except for the first sub-hypothesis) are confirmed with 95% confidence.

Correlation matrix of variables

Research hypotheses were examined by using Pearson's correlation coefficient, which is given below.

Table 4, the main first and second hypotheses

	OCB	OC	SNT
OCB	1	0/240**	0/437**

Sig. (2-tailed)	0/003	0/000
OC	1	0/487**
Sig. (2-tailed)		0/000
SNT		1
Sig. (2-tailed)		

According to Table 4, the first and second main hypotheses were confirmed at significance level of 0.01.

Table 5, the sub-hypothesis of the main first hypotheses

	OC	DJ	PJ	IC	NSA
OC	1	0/449**	0/350**	0/460**	0/441**
Sig. (2-tailed)		0/003	0/000	0/000	0/000
DJ		1	0/563**	0/513**	0/404**
Sig. (2-tailed)			0/000	0/000	0/000
PJ			1	0/427**	0/395**
Sig. (2-tailed)				0/000	0/000
IC				1	0/423**
Sig. (2-tailed)					0/000
NSA					1
Sig. (2-tailed)					

** . Correlation is significant at the 0.01 level (2-tailed).

Based on data in table 5, the first to fourth sub-hypothesis of the first main hypothesis were confirmed at significance level of 0.01.

Table 6, the sub-hypothesis of the main second hypotheses

	SNT	IC	NSA	TD	OD
SNT	1	0/022**	0/160**	0/366**	0/358**
Sig. (2-tailed)		0/786	0/050	0/000	0/000
IC		1	0/423**	0/422**	0/378**
Sig. (2-tailed)			0/000	0/000	0/000
NSA			1	0/453**	0/293**
Sig. (2-tailed)				0/000	0/000

TD	1	0/707**
Sig. (2-tailed)		0/000
OD		1
Sig. (2-tailed)		

** . Correlation is significant at the 0.01 level (2-tailed).

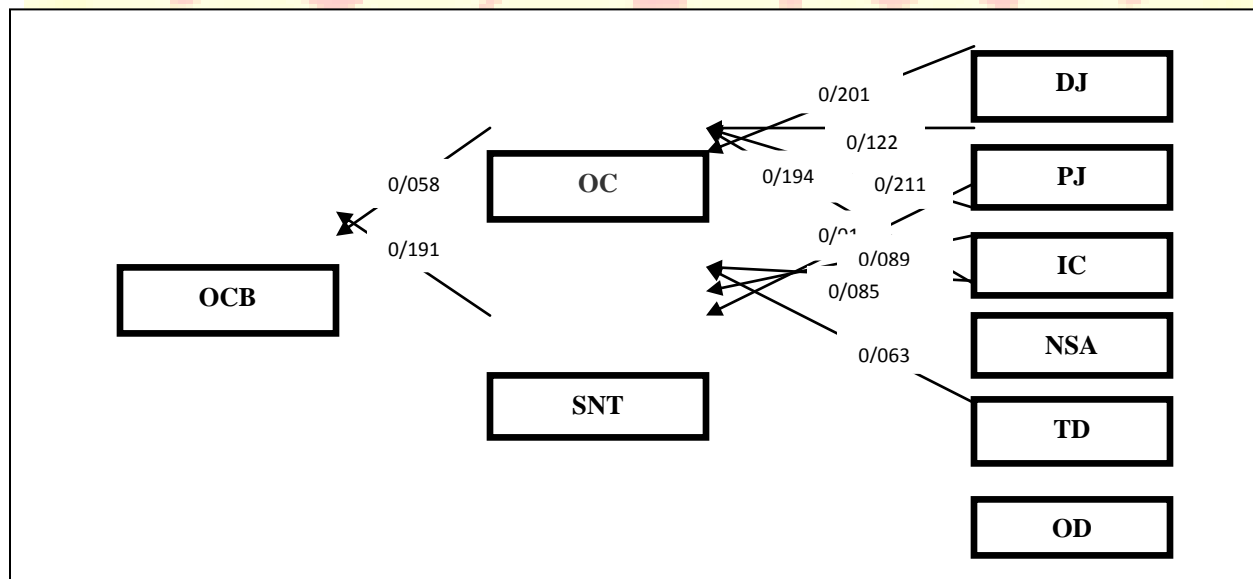
According to the data in Table 6, the second, third and fourth sub-hypothesis of second main hypothesis were confirmed at a significance level of 0.01, but first sub-hypothesis is rejected with a significance level of 0.786.

Conclusion

The aim of this study was to analyze the role of social network ties and organizational commitment variables on employee’s citizenship behavior in the University of Isfahan that the researches were carried out by Allama and Abbasi (2010) and by Lin and Huang (2007) in this context, are confirmed the results of this study.

Research findings indicate that organizational commitment and social network ties have a significant positive impact on organizational citizenship behavior and the components of distributive justice, procedural justice, interpersonal collaboration and the need for social approval have a significant positive impact on organizational commitment and also social need for social approval components, function dependent, and outcome dependent have a positive and significant impact on the social network ties variable and the results showed that the interpersonal collaboration components have no effect on the social network ties of university staff.

The final model of this study is shown in Figure 2.



Resources

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