



## Investigating the Effects of Organizational Citizenship Behavior on the Occupational Performance of Employees at the Fars Department of Education

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### Abstract

The goal of the present study was to investigate the effects of organizational citizenship behavior on the occupational performance of employees. The statistical population of this study consisted of all employees at the Education Department of Fars province, Iran, and the Education Office of District Four of the city of Shiraz (4059), with the statistical sample estimated at 351 people by using the Cochran formula. The sampling method was the simple random method of systematic types. The methodology was applied in terms of goal and descriptive-correlational in terms of nature. To measure the variable of organizational citizenship behavior, Oregon's 15-item Questionnaire (1988), to measure seven dimensions of employee performance, i.e., ability, clarity, help, incentive, evaluation, validity, and the environment, Hersey and Goldsmith's 42-item Questionnaires (2009), to measure the innovative dimension of employee performance, Scot and Bruce's 8-item Questionnaire (1998), to measure the customer-oriented dimension of employee performance, Moghimi's 10-item Questionnaire (2011), and to measure the discipline dimension of employee performance, Amir-Nejad's 10-item Questionnaire (2013) were used. The validity and the reliability of the scales were confirmed by presenting to experts and by Cronbach's alpha, respectively. Findings revealed that organizational citizenship behavior (Correlation coefficient of 0.618) was positively and significantly related to employees' occupational performance. Structural Equation Modeling (SEM) results using LISREL 8.8 Software indicated that the study hypothesis stating "The positively significant effect of organizational citizenship behavior on employees' occupational performance" was supported at a path coefficient of 0.41.

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**Keywords:** organizational citizenship behavior, employee occupational performance

## Introduction

In today's world, business environments are constantly changing due to rapid technological changes, advancing information systems, growing market competition, and customers' increasing expectations (Hosain, 2019), and for this, organizations need to continuously improve their organizational performance to maintain their survival and develop under this varying and turbulent environment; otherwise, they will be eliminated from the competition cycle; organizational performance as a strategic structure has always been a focal point of research on Organization and Management (Alshehhi, Alzaabi, Alnahhal, Sakhrieh & Tab, 2021). The organizations that continuously improve and promote their organizational performance are capable of moving towards development (Farida.; Mulyani.; Akbar.; & Setyaningsih, 2021, a; Farida.; Mulyani.; Akbar.; & Setyaningsih, 2021, b). Organizational performance is characterized by economic viability, effectiveness, and efficiency of a special program or activity. Organizational performance is a strategic structure in management and organization concepts, and thus plays a major role in organizational objectives and success (Alshehhi, Alzaabi, Alnahhal, Sakhrieh & Tabash, 2021). Alshehhi et al. (2021) maintained that organizational performance indicates the capacity of an organization to achieve its ideal, short-, and long-term objectives by the effective and efficient use of organizational resources. Organizational performance basically refers to an organization's capacity to achieve its goals and vision by using resources effectively and efficiently (Karanja, 2014). Hence considering the special importance of the variable of organizational performance for organizations, officials at organizations should adopt it in their agenda, which could help improve organizational performance. Organizations should identify the contingencies and factors affecting their performance and invest on them (Alshehhi, Alzaabi, Alnahhal, Sakhrieh & Tabash, 2021).

The concept of organizational citizenship is a basic subject that presents special solutions to increase organizational commitment, customer satisfaction, and occupational satisfaction, while taking steps to improve employee performance (Seyed Naghavi, 2017). Today, organizations will not survive without people's voluntary willingness to cooperate and accept organizational responsibilities, commitment and mutual trust, collective wisdom, and teamwork (Zarei-Matin, 2018). This behavior is beyond formal expectations but are key to an organization's survival, and are thus defined as organizational citizenship behavior (Samec & Derac, 2014, quoted by Seyed Naghavi, 2017). Organizational citizenship behavior (OCB) refers to a set of voluntary behavior that is not part of an individual's formal duties; however, they are performed and effectively help organizational tasks and duties (Mehr Ara et al. 2019). In essence, organizational citizenship behavior refers to voluntary behavior performed by employees, which are beyond their outlined job description and are key to organizations (Manjili et al. 2019). This behavior includes voluntary behavior not binding on employees, who cannot be rewarded through organizations or their official systems, nor be punished if they fail to perform (Marcozi, 2002). In today's world, organizations need employees who perform behavior other than those set forth within their job description, which affect customer loyalty and organizational performance and success (Zarei-Matin, 2018). In sum, a set of behavior that is influenced by employee values and beliefs, occupational satisfaction and commitment and affect organizational performance include voluntary cooperation, chivalry, helping others, sacrifice, etc. are called organizational citizenship behavior. In essence, management scholars have concluded that organizational citizenship behavior should be developed to improve organizational efficacy and create a pleasant working environment (Orturk, 2004).

The concept of organizational citizenship behavior is a key concept in organizational conducts that takes effective steps to provide special solutions to increase organizational commitment, improve performance, satisfy customer, create occupational satisfaction, etc. Accordingly, attention to citizens has grown and they are perceived as a major source of organizations. Considering the importance of citizenship behavior, the present study investigated organizational citizenship behavior and its relation with employee performance to help promote organization via growing attention to world force and resource skills. Hence, in the current situation where there is growing competition, it is only through employees' extra behavior that organizations can achieve excellent organizational success; for this, the present study aimed to respond to the question: "How does organizational citizenship behavior affect the occupational performance of the employees at the Fars Department of Education and the Education Office of the fourth district of Shiraz City in Iran?"

### Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) refers to employees' extra-role behavior, which are totally voluntary and discretionary but are not envisaged by official systems. However, they may result in improving organizational performance and efficacy (Nikoukar-Gohar et al. 2021). Although the term organizational citizenship behavior was first applied by Oregon et al. (1983), people like Katz and Conn anteceded him to distinguish between role performance and "innovative and instantaneous behavior" in the 70s and 80s, while Chester Barnard focused on this subject by applying the term "Willingness for cooperation" (1983) (Tureh,

2011). Following Oregon et al.'s, development of this concept, various scholars have, in the span of two decades, applied such concepts as "Extra-role behavior" (Vandyne, Cummings & Charks, 1995), "Assistant organizational behavior" (Brief & Moto Widlow, 1986; George & Benthause, 1990 & Oreilly & Chatman, 1986), "Organizational spontaneity" (George & Brief, 1992; George & Jones, 1997), and "Underlying performance" (Borman & Motowidlo, 1993; Borman, White., & Dorsey, 1995; Motowidlo & Vanastar, 1994) (Podsakoff, 2008).

Katz and Conn (2013) maintain that extra-role behavior that helps improve organizational; efficacy include those that facilitate organizational social machine and are not confined to formal organizational duties, while also embracing other conducts as helping others solve their working problems, accepting others in working groups without criticism, and protecting organizational resources.

Appelbaum (2004) states that this behavior constitutes discretionary and voluntary acts that are not parts of an individual's formal duties, though they may effectively improve organizational roles and duties. An organizational citizen refers to one who demonstrates extra-role and extra-duty behavior that is not within the sphere of job description. In essence, an organizational citizen does not pursue taking rewards from an organization despite performing extra-role duties (Katz & Buckley, 2013). An organizational citizenship behavior affects organizational efficacy (Eslami & Sayyar, 2013). Hence, organizational manager give value to the employees who perform organizational citizenship behavior, because this will make their managerial duties much simpler. To Oregon (1988), organizational citizenship behavior refers to discretionary and voluntary acts that are not directly or explicitly organized by an official reward system, though they totally improve the effective and efficient performance of an organization (Nikoukar-Gohari et al. 2021). To many researchers (Iles 2010, Aryani, 2010, Kumari & Thapliyal, 2017), the classification presented by Oregon (1988) about organizational citizenship behavior is comprehensive and exclusive (Nikoukar-Gohari et al. 2021). The present study also used this classification.

**Altruism:** Altruism refers to helping colleagues perform their duties when they are under unusual conditions (Ruiz, Castro & Armario, 2010). Basically, altruism refers to useful behavior such as intimacy, sympathy and compassion between colleagues, and is regarded as a voluntary offer of help to other members of an organization concerning relevant duties (Mehr-Ara et al 2019).

**Conscientiousness:** Conscientiousness includes behavior performed by an employee beyond requirements as set by organizational roles or what is expected (e.g., working in after-work hours to benefit an organization) (Castro et al. 2010). If employees start working on time, effectively use time, refrain from extra leaves of absence, and attempt to follow organizational rules, which may be incompatible with their mindsets, they are said to have worked beyond the minimum duties they are required (Mehr-Ara et al. 2019).

**Sportsmanship:** Sportsmanship or chivalry refers to the willingness and forbearance against unavoidable inconvenience and redundancy without making any complaints, while emphasizing positive organizational aspects, instead of negative ones (Castro et al 2010). In fact, this term refers to undesirable organizational situations without protests, dissatisfaction and complains. In other words, employees do not express dissatisfaction over new changes made to various organizational sections and continue to support organizational policies and strategies without finding fault with them or criticizing the way they are taken (Mehr-Ara et al. 2019).

**Civic virtue:** Civic virtue refers to a behavior that demonstrates attention to participation in organizational social life and requires support for organizational administrative operations (Castro et al. 2010). In essence, it is willingness toward participation and responsibility-taking in organizational life and also the presentation of an appropriate image of an organization and includes such behavior as presence in extra-program activities, even though presence may not be mandatory (Mehr-Ara et al. 2018).

**Courtesy:** Courtesy includes behavior performed by an individual to prevent working problems in relation to other employees (Chu Cheng, 2012). Respect for others' rights, consultancy with those who may be indirectly affected by an individual's decision or measures, informing others before any major measures, etc. can indicate courtesy, which is one of the dimensions of organizational citizenship behavior (Mehr-Ara et al. 2019).

### **Employee Occupational Performance**

Performance denotes a state of quality of functions; in other words, employee occupational performance is a specific construct that refers to the manner in which an individual works. This construct fulfils the end goal of all organizations. For this, every organization pursues this goal (Akbari, Omraneh, Hosseinzadeh & Nikoukar, 2021). Employee occupational performance results from the executive processes and the realization of organization's goals and refers to an organization's fulfillment of duties entrusted with human workforce (Ghorbanizadeh et al. 2012). In other words, employee performance refers to people's actual work in line with their job description (Ohme & Zacher, 2015). Employee performance, and consequently the efficacy and efficiency of organizations fully depend on how employees' human needs are met through maintaining motives,

high-spirit, and satisfaction. In addition to salaries, there are some major factors such as structure and establishments, working conditions and the environment, managerial issues, especially the nature and design of work, etc. to meet the material and mental needs of employees and prevent declining organizational performance (Khajavi, 2014). Sha'bani (2013) says: "Some changes from learning may turn in to an actual behavior due to conducive conditions, which is called performance. Occupational performance refers to people's efficiency in relation to an act he does; in other words, performance refers to an individual's fulfillment of his actual work based on his sphere of job description" (Feizi & Rahimi, 2011). The present study includes performance dimension as follows:

**Ability:** Ability refers to peoples' skills and knowledge for the successful fulfillment of duties (Rezaei et al. 2016). In fact, the term ability denotes skills and knowledge to successfully perform an assignment, which may include the knowledge of the assignment, the experience of the assignment, and the capacity to fulfil that assignment (Hersey & Blanchard, 2019).

**Clarity:** Clarity refers to the perception and acceptance of the quality of work, the place, of work and the manner in which work is done. For people to have a full understanding of a problem, they need to completely know about the major goals, how to meet them, and the priorities of the goals so that they can lead the organization towards goals set; otherwise, not so much can be expected of them (Hersey & Blanchard, 2019).

**Help:** Some organization support factors, including budget, means, and facilities, required for fulfilling a task, necessary support from other divisions, the availability of products and sufficient human force reserves, and organizational support can be direct and indirect (Hersey & Blanchard, 2019).

**Incentive:** People naturally inline to pursue assignments that entail rewards and turn away from other assignments that entail nothing; incentives can be tangible or intangible. Meanwhile, feedback about performance, such as the recognition and appeasement of people may constitute major elements of the overall motivation system (Hersey & Blanchard, 2019).

**Evaluation:** Evaluation refers to the daily feedback and occasional review of employee performance (Rezaei et al. 2016). An appropriate feedback process allows people to continuously be informed of work quality. If people fail to get informed of their performance problems, the expectation for improved performance will be an unrealistic one (Hersey & Blanchard, 2019).

**Validity:** Validity refers to valid and appropriate decision-making by organization's managers about various organizational issues (Rezaei et al. 2016). In fact, the term validity refers to the appropriate and true decisions taken by a manager about human resources. Managers should ensure that decisions made about people are legally and strategically appropriate (Hersey & Blanchard, 2019).

**Environment:** An environment refers to effective extra-organizational factors, including competition, changing market conditions, government regulations, procurement, financial resources, the physical conditions of a working environment, facilities, reward system, etc. which can also affect performance, despite abilities, clarity, support, and motivation required for jobs (Rezaei et al. 2016; Hersey & Blanchard, 2019).

**Innovation:** Innovation refers to the process of creating new ideas and converting them into useful work. Innovation falls under two types: innovative products and innovative processes (Rezaeiyan, 2019).

**Customer orientation:** Customer orientation is seen as a philosophy and a behavioral inclination towards meeting customer needs and adapting organizational strategies to meet those needs to outperform competitors (Kavoosi, Sadeghian & Mahmoudi, 2014).

**Discipline:** Discipline refers to the obedience and commitment resulting from the manager-employee contract, either written or oral (Rezaeiyan, 2019).

## Literature Review

In a study "Relationship between Emotional Intelligence and Organizational Citizenship Behavior with Inclination to Deviance among Employees at Selected Tehran City hospitals", Jafar Sirisi et al. (2019) concluded that the more people at the organization enjoy higher emotional intelligence, the more positive outlook they have about their organization, and the greater their dedication and working commitment to it, which help them demonstrate more organizational citizenship behavior and less inclination for wrongdoing.

In a study "Relationship between Emotional Intelligence and Anti-Productive Behavior with Organizational citizenship behavior among Employees at the Public Hospitals of the City of Rash, Iran", Manjili et al. (2019) found that emotional intelligence was reversely and significantly related to the anti-productive behavior of employees; thus, they noted a significantly reverse relationship between the employees' organizational citizenship behavior and emotional intelligence.

In a study "Effects of Organizational Citizenship Behavior on School Principals' Efficiency", Khalili Ghale-Sari and Modanlou (2018) demonstrated that each of the components of organizational citizenship behavior contributed differently to predicting principals' working life quality and efficiency. In other words, out of the



components of organizational citizenship behavior, sportsmanship and civic behavior contributed most and least to predicting principals' efficiency, respectively.

In a study "Relationship between Organizational Citizenship Behavior and the Occupational Satisfaction and Organizational Commitment of Nurses at Public Hospitals of the Tehran University of Medical Sciences", Dargahi and Morshedi-Torbati (2017) found a significantly positive relationship between organizational citizenship behavior and occupational satisfaction and organizational commitment.

In a study "Role of Social Capital, Commitment, and Organizational citizenship behavior in Improving Occupational Performance (Case Study: City of Khoy Municipality Office)", Nemati et al. (2016) found that improving the process of employee commitment and organizational citizenship behavior, which are affected by such factors as social capital, may help improve employee occupational performance.

In a study "Relationship Between Organizational Sociability and Organizational citizenship behavior with the Performance of Employees at the Departments of Sports and Youth of Markazi Province, Iran", Mokhles Abadi et al. (2016) concluded that there was a positively significant relationship between organizational sociability and organizational citizenship behavior and their dimensions with employee performance.

In their study "Relationship between Work Ethics and Organizational citizenship behavior with Organizational Performance", Eskandari and Irandoust (2015) found that work ethics and organizational citizenship behavior with organizational performance were positively and significantly correlated.

In a study "Effects of Organizational Citizenship Behavior on Occupational Performance: (Case Study: Tehran's District 1 Municipality)", Mahmoudi-Meimand et al. (2014) found that the variable of organizational citizenship behavior and its dimensions had a positive and significant effect on occupational performance and their dimensions (e.g., skills, knowledge, and capacity).

In a study "Managers' Organizational Citizenship Behavior and Employee Performance", Sanani Dashti et al. (2013) concluded that there was a significant and direct relationship between all dimensions of managers' organizational citizenship behavior and employee performance.

In a study "Relationship between Organizational Citizenship Behavior and Human Force Productivity from the View of the Employees of Tehran's Training Hospitals", Mayel Afshar et al (2013) concluded that there was a significant relationship between organizational citizenship behavior and employee productivity.

In a study "Motives of Organizational Citizenship Behavior and Amounts of Effort in Work: The Mediating Role of Citizenship Burnout", Qiu, Lou, Zhang, & Wang found that, excluding the mediating variable of citizenship burnout, the motives of organizational citizenship behavior could improve employee performance, while suggesting that, including the variable of citizenship burnout as a mediating variable, organizational citizenship behavior, if excessively encouraged or strengthened, could result in the burnout of citizens, and finally reduce their performance.

In their study, Yaakobi and Weisberg (2020) demonstrated that organizational citizenship behavior had a positive effect on employees' overall performance and can predict three dimensions of employee performance, i.e., quality, creativity, and efficiency.

Piedra (2013) concluded that organizational citizenship behavior improved work efficiency and made organizational resources available to meet goals.

Study by Jehad et al. (2011) demonstrated that organizational citizenship behavior had affected occupational satisfaction and organizational commitment.

Cheng-Chen Lin (2011) concluded that organizational citizenship behavior had a positive effect on organizational performance.

Podsakoff., MacKenzie., & Paine & Bachrach (2000) argued that citizenship behavior helps create organizational commitment among employees. When employees feel they are supported by the organization, they demonstrate their commitment through their citizenship behavior.

Bachrach et al. (2006) also showed that organizational citizenship behavior affects employee performance and its dimensions predict their performance.

## Methodology

The statistical population of this study consisted of all employees at the Education Department of Fars province, Iran, and the Education Office of District Four of the city of Shiraz (4059), with the statistical sample estimated at 351 people by using the Cochran formula. The sampling method was the simple random method of systematic types. The methodology was applied in terms of goa and descriptive-correlational in terms of nature. This study collected data from library sources and field surveys. Also, library studies such as papers, books, theses, the Internet, etc. were used to familiarize with the study subject and understand the literature. To meet the study goal, field surveys were used. In the field stage, to measure the variable of organizational citizenship behavior, Oregon's 15-item Questionnaire (1988), to measure seven dimensions of employee performance, i.e.,

ability, clarity, help, incentive, evaluation, validity, and the environment, Hersey and Goldsmith's 42-item Questionnaires (2009), to measure the innovative dimension of employee performance, Scot and Bruce's 8-item Questionnaire (1998), to measure the customer-oriented dimension of employee performance, Moghimi's 10-item Questionnaire (2011), and to measure the discipline dimension of employee performance, Amir-Nejad's 10-item Questionnaire (2013) were used. The questionnaires were all based on the five-degree Likert scale of completely agree (5) to completely disagree (1). As for the validity of the scales, content validity, i.e., expert views were used, as experts confirmed the validity of the items. Also, concerning the reliability of the scales, Cronbach's alpha was used, which a rate of above 0.7 indicated good reliability. Table 1 below gives Cronbach's alpha coefficients.

**Table 1:** Items and Cronbach's alpha coefficients

Main variables	Dimensions	Item ranges	Item No.	Alpha coefficient of each dimension	Total; alpha coefficient
<b>Organizational citizenship behavior (OCB)</b>	Altruism	1-3	3	0.935	0.945
	Conscientiousness	4-6	3	0.938	
	Sportsmanship	7-10	4	0.886	
	Civic virtue	11-13	3	0.894	
	Courtesy	14-15	2	0.944	
<b>Employee performance (EP)</b>	Ability	1-4	4	0.889	0.911
	Clarity	5-11	7	0.922	
	Help	12-16	5	0.846	
	Incentive	17-22	6	0.899	
	Evaluation	23-31	9	0.910	
	Validity	32-37	6	0.865	
	Environment	38-42	5	0.844	
	Innovation	43-50	8	0.911	
	Customer orientation a	51-60	10	0.901	
	Discipline	61-70	10	0.823	

As noted in Table 1, both variables and their dimensions enjoy good alpha coefficients, with the alpha coefficients of the variables of organizational citizenship behavior and employee performance being 0.945 and 0.911, respectively. All Cronbach's alpha coefficients of the 15 dimensions of the study were above 0.7, indicating good and optimal rates.

### Descriptive Findings

According to demographic findings, as many as 351 employees at the Education Department of Fars Province, Iran and the Education Office of District Four of the city of Shiraz (the provincial center of Fars Province) took part in the study. In total, 100 people (28.4%) were women and 251 ones (71.6%) were men. In terms of age, 5 respondents (1.4%) were less than 20 years, 85 people (24.35) between 20 to 30, 192 people (54.6%) between 31-40, and 69 people (19.7%) were above 40 years. In terms of education, 11 people (3.2%) held diploma and lower, 80 people (22.9%) associate's, 127 people (36.2%) B.A., 123 people (34.95) M.A., and 10 people (2.8%) Ph.D. Concerning work records, 17 people (5%) had five years of work history, 44 people (12.4%) between 5-10 years, 95 people (27.0%) between 10 to 15 years, 109 people (31.0%) between 15-20 years, 54 people (15.5%) between 20-25 years, and 32 people (9.1%) between 25 and higher. In the end, in terms of marital status, 48 people (13.7%) were single and 303 (86.3%) were married.

### Analytical Findings

The present study analyzed data to determine whether the questionnaire data were normally distributed or not, because in statistical techniques, normal data distribution is different from non-normal data distribution. To

determine the normality of data distribution, the present study used the Kolmogorov-Smirnov (K-S1) Normality Test; therefore, to test the normality of data distribution in the questionnaires, the following hypotheses are stated as follows:

H0= Data distribution is normal

H1= Data distribution is not normal

**Table 2.** Kolmogorov-Smirnov Test to Determine Normality

Variables	Dimensions	K-s	Error level ( $\alpha$ )	Sig	Results
<b>Organizational citizenship Behavior (OCB)</b>	Altruism	0.351	0.223	0.05	<b>Normal</b>
	Conscientiousness	0.340	0.256	0.05	<b>Normal</b>
	Sportsmanship	0.331	0.249	0.05	<b>Normal</b>
	Civic virtue	0.325	0.236	0.05	<b>Normal</b>
	Courtesy	0.320	0.224	0.05	<b>Normal</b>
<b>Employee performance (EP)</b>	Ability	0.301	0.256	0.05	<b>Normal</b>
	Clarity	0.228	0.281	0.05	<b>Normal</b>
	Help	0.220	0.285	0.05	<b>Normal</b>
	Incentive	0.210	0.301	0.05	<b>Normal</b>
	Evaluation	0.226	0.289	0.05	<b>Normal</b>
	Validity	0.231	0.270	0.05	<b>Normal</b>
	Environment	0.246	0.260	0.05	<b>Normal</b>
	Innovation	0.251	0.245	0.05	<b>Normal</b>
Customer orientation a	0.266	0.230	0.05	<b>Normal</b>	
Discipline	<b>0.276</b>	<b>0.220</b>	<b>0.05</b>	<b>Normal</b>	

According to Table 2, the significance level of all 15 dimensions of the study variables was greater than the error level of 0.05, and thus the null hypothesis stating the normal data distribution was confirmed and the opposite hypothesis stating the non-normal data distribution was rejected. Hence, considering the normality of data distribution, parametric statistical tests were used to analyze data. Therefore, to examine the current state of the variables in the studied population, the one-sample T-Test was used. To calculate correlation coefficients and the pairwise relationship of the study variables, the Pearson Correlation Coefficient was used. Meanwhile, Structural Equation Modeling (SEM) was used to investigate the hypotheses. Table 3 below gives one-sample t-test results for the study variables and their dimensions.

**Table 3.** One-sample T-test results for the variable and its dimensions

Row	Variable	Dimensions	Text value=3					Confidence Interval of 95%	
			T	Freedom degree	Mean	Sig. (Sig)	Upper bound	Lower bound	
1	<b>Organizational citizenship behavior )OCB(</b>	Altruism	5.565	351	3.3654	0.000	0.2310	<b>0.4999</b>	
2		Conscientiousness	9.656	351	3.5505	0.000	0.5381	<b>0.6628</b>	
3		Sportsmanship	11.657	351	3.6686	0.000	0.5555	<b>0.7816</b>	
4		Civic virtue	8.920	351	3.5612	0.000	0.4372	<b>0.6852</b>	
5		Courtesy	7.324	351	3.5000	0.000	0.3654	<b>0.6346</b>	
6	<b>Employee performance (EP)</b>	Ability	9.192	351	3.5516	0.000	0.4333	<b>0.6699</b>	
7		Clarity	10.464	351	3.5210	0.000	0.4228	<b>0.6191</b>	
8		Help	12.569	351	3.6817	0.000	0.5748	<b>0.7885</b>	
9		Incentive	9.295	351	3.5008	0.000	0.3946	<b>0.6069</b>	
10		Evaluation	10.045	351	3.4969	0.000	0.3994	<b>0.5944</b>	
11		Validity	12.451	351	3.6567	0.000	0.5528	<b>0.7607</b>	
12		Environment	4.798	351	3.3064	0.000	0.1805	<b>0.4323</b>	

<b>13</b>	Innovation	14.771	351	3.6669	0.000	0.5779	<b>0.7558</b>
<b>14</b>	Customer orientation a	13.681	351	3.5491	0.000	0.4700	<b>0.6282</b>
<b>15</b>	Discipline	12.838	351	36048	0.000	0.5118	<b>0.6974</b>
<b>Total score of organizational citizenship behavior (OCB)</b>		14.594	351	3.5404	0.000	0.4674	<b>0.6133</b>
<b>Total score of employee performance (EP)</b>		<b>23.307</b>	<b>351</b>	<b>3.5583</b>	<b>0.000</b>	<b>0.5111</b>	<b>0.6055</b>

#### Sources: Study findings

According to the table, since the significance level of all variables and its dimensions is lower than the error level of 0.05, the equality assumption of the mean population or  $\mu$  with a theoretical mean on the Likert scale, i.e., 3 is rejected, and since both upper and lower bounds are positive, the mean of all variables and the dimensions is higher than the mean level of 3. Concerning the variable of organizational citizenship behavior, the dimension of sportsmanship with a mean of 3.6686 ranked first, which was followed by altruism with a mean of 3.3654, which ranked last. As for the variable of employee performance, the dimension of help with a mean of 3.6817 ranked first, which was followed by the dimension of the environment with a mean of 3.3064, ranking last. Table below, which gives SPSS software outputs, illustrates Pearson correlation test results.

**Table 4.** Pearson correlation test results

		<b>Employee occupational performance</b>
<b>Organizational citizenship behavior (OCB)</b>	Pearson correlation	**0.618
	Sig. (2-tailed)	0.000
	N	351
<b>Altruism</b>	Pearson correlation	**0.604
	Sig. (2-tailed)	0.000
	N	351
<b>Conscientiousness</b>	Pearson correlation	**0.598
	Sig. (2-tailed)	0.000
	N	351
<b>Sportsmanship</b>	Pearson correlation	**0.638
	Sig. (2-tailed)	0.000
	N	351
<b>Civil virtue</b>	Pearson correlation	**0.699
	Sig. (2-tailed)	0.000
	N	351
<b>Courtesy</b>	Pearson correlation	**0.561
	Sig. (2-tailed)	0.000
	N	351
Significant at 95%**	Significant at 95%*	

According to Table 4, since the significance level of the variable of organizational citizenship behavior and its dimensions equals 0.000, which is smaller than the error level of 0.05, a positive and significant correlation between the variable of organizational citizenship behavior and its dimensions with employee performance is confirmed at 99%. The correlation coefficient between the variable of organizational citizenship behavior and employee performance is 0.618, suggesting that with the increase of emotional intelligence, employee performance also increases. Out of the four dimensions of emotional intelligence, the highest and the lowest correlation rates pertained to the dimensions of civic virtue and courtesy of 0.699 and 0.561, respectively.

According to the normal distribution of the questionnaire data, Structural Equation modeling (SEM) via LISREL (version 8.8) was used to fit the theoretical model and investigate the study hypotheses. In Structural Equation modeling (SEM), the optimal fit of the model should be ensured before verifying structural relations. In other words, some criteria as model fit indices are considered to reject or confirm whether or not the researcher-developed model, being based on theoretical frameworks or background, conforms to reality or data collected. Model fit determines the extent to which variance-covariance data support structural equation samples. The study model was evaluated based on determined optimal fit indices, with the results given in Table 5 below.

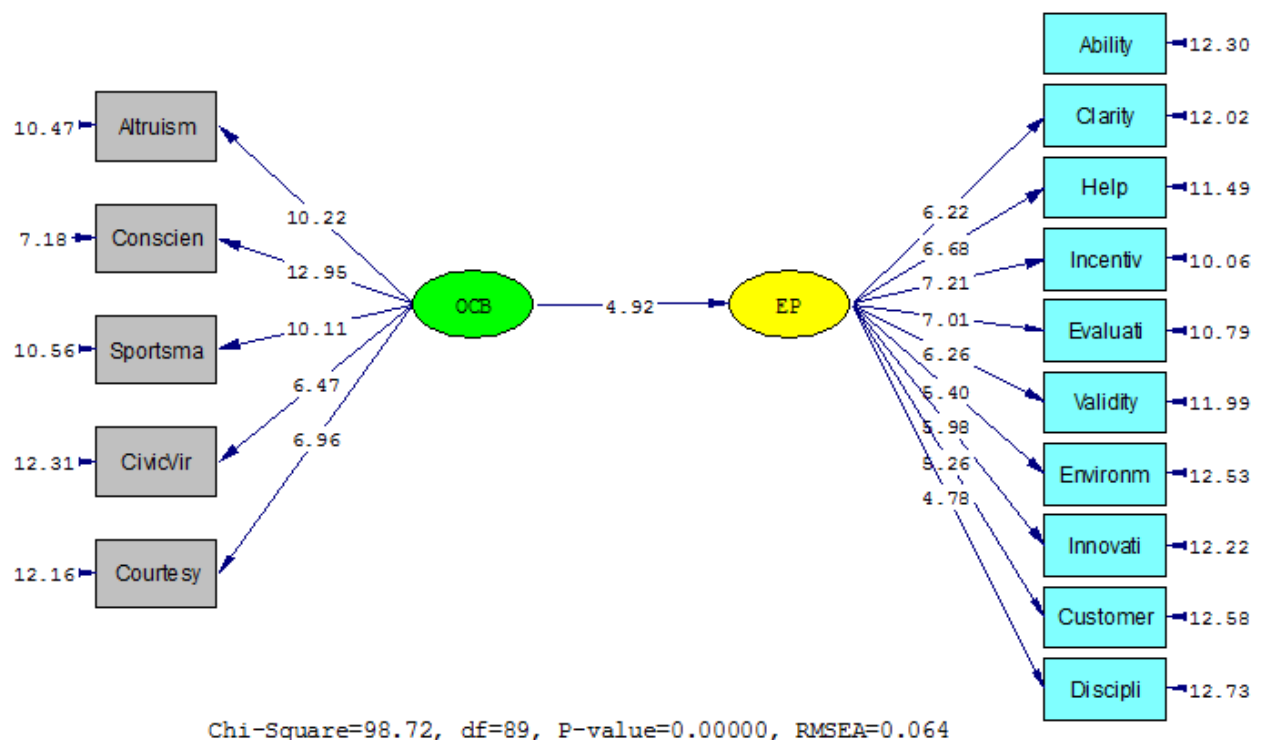


**Table 5.** Model fit indices

Fit indices	Study values	Optimal values
$\chi^2/df$	1.109	$\leq 5$
Root Mean Squared Error of Approximation (RMSEA)	0.064	$< 0.1$
Adjusted Goodness of Fit Index (AGFI)	0.98	$\geq 0.9$
Normed Fit Index (NFI)	0.97	$\geq 0.9$
Non-Normed Fit Index (NNFI)	0.99	$\geq 0.9$
Comparative Fit Index (CFI)	0.94	$\geq 0.9$
Incremental Fit Index (IFI)	0.99	$\geq 0.9$
Goodness of Fit Index (GFI)	0.97	$\geq 0.9$
Root Mean Square Residual (RMR)	0.089	$\geq 0.05$
Standardized Root Mean Square Residual (SRMR)	0.098	$\geq 0.05$

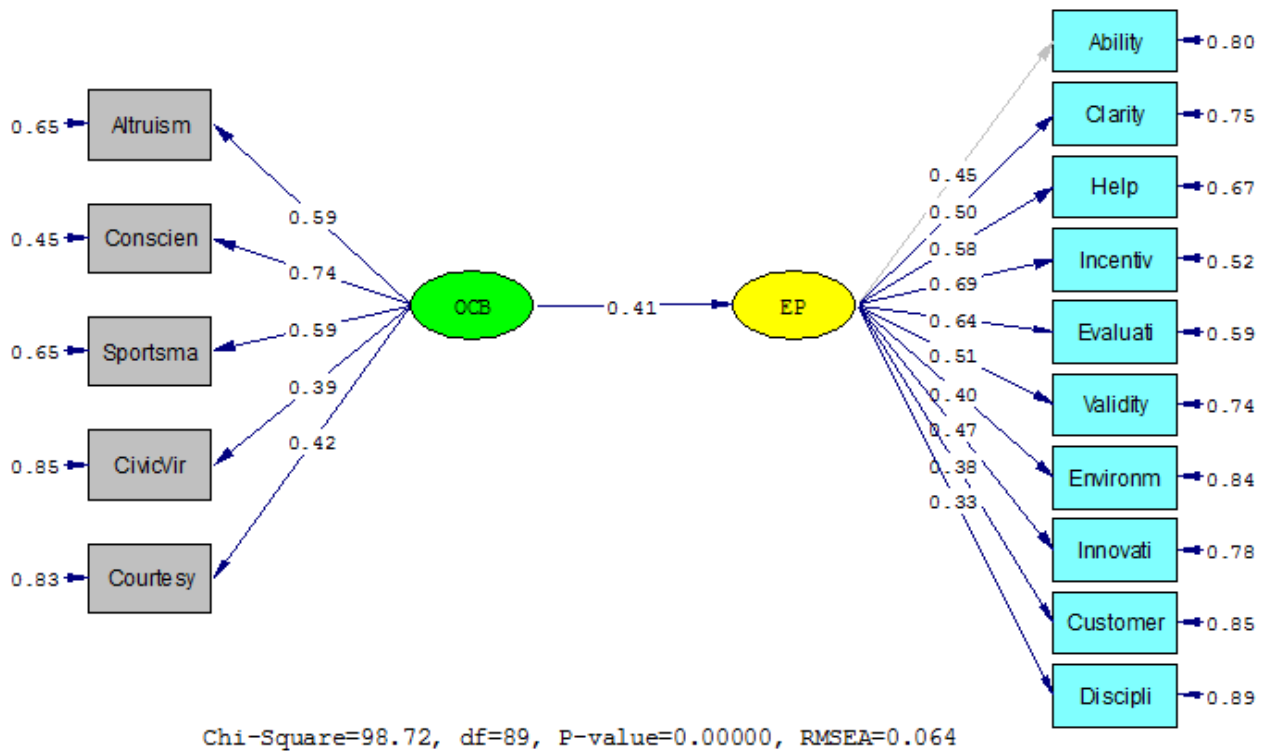
**Source: Study findings**

According to the above table, all model fit indices are in a very well position; thus, the next stage is to present the study's structural model. Before demonstrating the structural equation model under a standard state, it should be presented under a significance state to determine whether path analysis relations and factor analysis relations are significant in the structural equation model or not. The structural equation model in a significance state is illustrated as follows (Figure 1):



**Figure 1.** Final results of the study model under significance coefficients

Path values in Structural Equation Modeling (SEM) under a significance state indicates the t statistic, which ranges of  $\pm 1.96$  and  $\pm 2.58$  suggest path values and relations are significant at 95% and 99%, respectively. As seen in Figure 2, all t statistics are out of the  $\pm 2.58$  range; hence, all relations are significant at 99%. Now, the next stage is to present a structural equation model under a standard state. The following Figure 2 illustrates this model under a standard state.



**Figure 2.** Final results of the study model under standard coefficients

Figure 2, which illustrates the structural equation model under a standard state, is composed of two parts, which are 1: Confirmatory factor analysis (CFA) or the measurement model, and 2) path analysis or structural model. Figure 2 above had two measurement or confirmatory factor analysis models; the first model of measurement pertains to the latent variable (independent variable) of “Organizational Citizenship Behavior” and five dimensions of it, while the second measurement model pertains to the latent variable (dependent variable) of “Employee Performance” and five dimensions of it. The numbers on the path between manifest and latent components are called “factor loadings”, which indicate the extent to which manifest components or items are related to and explain their pertinent latent variable; factor loading values should be above 0.3; as noted, the values of all factor loadings are higher than 0.3, thus showing an explanatory effect and being highly related to their pertinent latent variable. This indicates factor (construct) validity and higher validity of the model and the questionnaire items, which have measured independent and dependent variables well. Concerning the variable of “Organizational Citizenship Behavior”, the component of “Conscientiousness” (factor loading of 0.74) ranks first and enjoys a higher explanatory effect while being highly correlated with its pertinent latent variable, i.e., “Organizational Citizenship Behavior”. In the meantime, the component of “Civic Virtue” (factor loading of 0.39) ranks last, and has a low explanatory effect and is least related to its pertinent latent variable; concerning the variable of “Employee Performance”, the component of “Incentive” (factor loading of 0.69) ranks first and has the highest explanatory effect and is highly related to its pertinent variable, i.e., “Employee Performance”. Meantime, the component of “discipline” (factor loading of 0.33) ranked last and has a low explanator effect while being least related to its pertinent latent variable. Finally, the path or beta coefficient between emotional intelligence and the variable of employee performance is 0.41. The result of the study hypothesis based on structural equation modeling (SEM) is given in Table 5 and Figure2.

**Table 6.** Study hypotheses test results

	Hypothesis	$\beta$ Path coefficient	T-value	Test result
H <sub>1</sub>	Organizational citizenship behavior has a significant effect on employee performance	0.41	4.92	Confirmed

To support study hypotheses in structural equation modeling (SEM), t statistic values should be focused; if this statistic is beyond the ranges of  $\pm 1.96$  and  $\pm 2.85$ , numbers on the path will be significant at 95% and 99%, respectively. According to Table 6, the study hypothesis has a path coefficient of 0.41, whose t value is 4.92,

which is beyond the  $\pm 2.85$  range; therefore, the hypothesis is confirmed at 99%, i.e., with the increase of one unit of organizational citizenship behavior, 0.41 unit of employee performance will increase.

## Conclusion

The present study aimed to measure the effects of organizational citizenship behavior in employee performance at the Education Department of Iran's Fars province and at the Education Office in District Four of Shiraz City (the provincial capital of Fars). After designing the conceptual model, the related structural equation model (SEM), appropriate measures, and the designed constructs were tested by using LISREL (version 8.8) software. Data analysis was as follows:

To investigate the relationship between the variable of organizational citizenship behavior and the variable of employee performance at the Fars province Education Department and the Education Office of Shiraz, Pearson Correlation Coefficient was used because of data normality. The SPSS (version 25) software showed that the significance value is 0.000, which is lower than the error level ( $\alpha$ ) of 0.05. This means that the null hypothesis stating the lack of correlation between the two variables of organizational citizenship behavior and employees' occupational performance is rejected, whereas the opposite hypothesis stating the presence of a positive and significant correlation ( $r=0.618$ ) between these two variables is confirmed. In fact, Pearson correlation coefficient shows that with the increase of organizational citizenship behavior, the variable of employees' occupational performance increases also. Also, a positive and significant correlation between each of the dimensions of organizational citizenship behavior, i.e., altruism ( $r=0.604$ , Sig. 0.000), conscientiousness ( $r=0.598$ , Sig. 0.000), sportsmanship ( $r=0.638$ , Sig. 0.000), civic virtue ( $r=0.699$ , Sig. 0.000) and courtesy ( $r=0.561$ , Sig. 0.000) and employee performance was also confirmed.

To investigate the study hypothesis stating the effects of the variable of organizational citizenship behavior on the variable of employee performance at the Education Department of Fars province and Education Office of Shiraz City in Iran, Structural Equation modeling (SEM) via LISREL (version 8.8) software was used. Results indicated that the path ( $\beta$ ) coefficient between the two variables of organizational citizenship behavior and employees' occupational performance was significant at 99% ( $t=4.92$ ) is equal to ( $\beta=0.41$ ). This suggests that with the increase of every unit of "organizational citizenship behavior", a 0.41 unit of "employees' occupational performance" will increase. The result of this hypothesis conforms to the results of Jafari Sirisi et al. (2019), Khalili Ghale Sari and Modanlou (2018), Amiri-Fard (2017), Dargahi and Morshedi-Torbati (2017), Nemati et al. (2016), Makhles Abadi et al. (2016), Eskkandari and Irandoust (2015), Mahmoudi-Meimand et al. (2014), Sanaei-Dashti et al. (2013), Kharazmi and Jowhari (2013), Jafari et al. (2011), Ahmadi et al. (2011), Ahmadi et al. (2014), Mayel Afshar et al. (2012), Qiu, Lou, Zhang, & Wang (2020), Yaakobi & Weisberg (2020), Piedra (2013), Lawrence et al. (2012), Jehad et al. (2011), Cheng-Chen Lin (2010), and Huntington (2009). Hence, organizational citizenship behavior, as suggested by most studies, has the ability to promote positive individual and organizational variables (e.g., improving employee spirits, improving inter-personal relations, organizational commitment, organizational loyalty, organizational belonging, etc.) while serving an integral part of employees' occupational performance in each organization (Qiu, Lou, Zhang, & Wang, 2020). Qiu, Lou, Zhang, & Wang (2020) also stated that organizational citizenship behavior could strengthen employees' effort and improve their performance, Yaakobi and Weisberg (2020) suggested that organizational citizenship behavior has a strategic role in promoting quality, creativity, and efficiency of employees (Yaakobi & Weisberg, 2020). For this, to improve organizational citizenship behavior, officials at the Education Department of Fars province and the Education Office of District Four of Shiraz City are recommended to:

- ❖ Encourage high-quality employees to help their colleagues perform their duties so that they would also work productively;
- ❖ Encourage all employees to offer help to the colleagues who afford heavy workloads;
- ❖ Encourage all employees to help the colleagues who are absent;
- ❖ Institutionalize the culture of help, cooperation and synergy in the organization;
- ❖ Encourage all employees to be present at work on time and consider advantages for the employees who come to work or go out to become models for others;
- ❖ Encourage all employees to make their working environment clean and neat;
- ❖ Encourage all employees to plan for their timely completion of their work;
- ❖ Build the culture that employees would not complain about commonplace affairs and not follow deficiencies, while at the same time approaching positive points at the organization and consider the workplace as their second house;
- ❖ Help employees understand that not all changes are undesirable and should not protest any changes applied by management;
- ❖ Help employees perform the duties well they are entrusted with;

- ❖ Inform employees of corporate progress and development;
- ❖ Organize organizational messages and posters to give much needed information to employees;
- ❖ Participate employees in meetings that discuss organizational issues and motivate their participation;
- ❖ Get involved employees in any major issues done in the organization, and
- ❖ Get involved employees in issues that pertain to their scope of work.

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