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organization*

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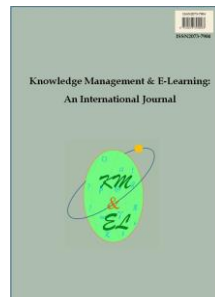
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Organizational citizenship behaviour on organizational performance: A knowledge-based organization

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Abstract: In the modern business environment, organizations are more than ever faced with the need for continuous improvement and innovation because of high complexity, dynamism and uncertainty. It is well established in literature that organizational citizenship behavior is one of the leading causes for the improvement of organizational performance. The purpose of this paper is to explore the impact of organizational citizenship behaviors on organizational performance. It also investigates if employees' performance can

be considered as a human resource management to achieve organizational success. Our contribution is to explore rule of organizational citizenship behavior dimensions including conscientiousness, altruism, courtesy, sportsmanship and civic virtue on organizational performance. This study has used quantitative research methodology wherein the data have been collected from 285 employees in a knowledge-based organization in Iran using survey questionnaire as well as SPSS software to analyze the collected data. The results showed that organizational citizenship behaviors have significant positive influence on organizational performance. The implications of the study can be used by practitioners to maintain employees' positive reactions to improve by considering organizational citizenship behaviors as a tool to enhance organizational performance.

Keywords: Organizational citizenship behavior (OCB); Organizational performance (OP); Organ model; Quantitative research; SPSS software

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1. Introduction

Organizational citizenship behavior is particularly crucial for organizations or business units insofar as it enhances organizational performance and sustains their competitive advantage in the market (Chang et al., 2021; Han et al., 2019; Singh & Singh, 2019; Özkan et al., 2021; Qiu & Dooley, 2022). The goal of organizational citizenship behavior

is often set to help organizations and firms develop higher-quality performance, improve customer satisfaction and create better social interactions between employees, reduce risk, and increase efficiency, as well as to maintain these improvement results under a sense of community among employees (Abdullahi et al., 2020; Khalfan et al., 2022; Kowal et al., 2019; Sarfraz et al., 2022). Indeed, organizational citizenship behavior addresses various aspects of improvement process issues and organizational and management-related subjects, such as greater productivity, efficiency and profitability, cost reductions (Azizi et al., 2022; Chang et al., 2021; Davison et al., 2022; Han et al., 2019; Podsakoff et al., 2014), strong performance evaluations (Khan et al., 2020; Miao et al., 2018; Sepúlveda-Rivillas et al., 2022; Podsakoff et al., 2014; Qiu et al., 2020), reward recommendation decisions (Singh & Singh, 2019), and low or decreasing levels of turnover, turnover intentions (Chen, 2006; Jehanzeb, 2020) and absenteeism (Podsakoff et al., 2014). In this regard, many organizations have adopted comprehensive organizational citizenship behavior models, such as Organ's (1997) model including five dimensions, Bienstock et al.'s (2003) model including three characteristics, Spector & Fox's (2002) model including two characteristics and etc. Hence, organizations have increasingly adopted organizational citizenship behavior practices as a vital factor in achieving higher-quality performance.

From the knowledge-based perspective, organizational citizenship behavior is commonly recognized as an organizational learning or a social interaction process (Chang et al., 2021; Sepúlveda-Rivillas et al., 2022; Tufan & Wendt, 2020; Qiu & Dooley, 2022), because organizations focusing on organizational citizenship behavior not only need to acquire external knowledge or experiences, but also require employees to internalize these lessons (Althnayan et al., 2022; Han et al., 2019; Haass & Azizi, 2019; Singh & Singh, 2019). During the organizational process, for example Miao et al. (2018) pointed out that when an organization has a poor social interaction ability, employees require excessive amounts of time to acquire new process knowledge. Employees may repeat mistakes and perform rework in implementing new processes because of their inability to communicate and apply the obtained knowledge.

Organizations that ignore organizational citizenship behavior issues, will experience the knowledge gap, influencing their performance, thus hindering the successful outcomes, i.e. achieving and sustaining the aforementioned organizational goals. The criterion for evaluating the success in every organization is the desirability of performance of its employees (Miao et al., 2018; Lee, 2008; Sepúlveda-Rivillas et al., 2022; Wang et al., 2021). Accordingly, measuring the success of organizations requires advanced human resource systems which increase the productivity of the entire system and facilitate the advancement and realization of the organizational objectives (Azizi et al., 2021a).

Different scientific theories adapted from field studies in organizations and governmental and private units, indicate the significance of citizenship behavior as an effective factor in improving the individual and organizational performance. Sepúlveda-Rivillas et al. (2022) pointed out that organizational citizenship behavior enhances the managerial and organizational productivity by strengthening the teamwork spirit, cohesion and solidarity in the organization, increasing the stability of organizational performance, increasing the organizational adaptation to environmental changes and eventually improving the service quality. Furthermore, in a review of organizational citizenship behavior studies, the theory of the knowledge-based view of the organizations (Sarfraz et al., 2022; Sepúlveda-Rivillas et al., 2022; Pour et al., 2019) indicates that contextual factors regarding the relation between organizational citizenship behavior and a successful outcome require more research (Chang et al., 2021; Jehanzeb, 2020; Han et

al., 2019; Singh & Singh, 2019). However, less empirical studies have focused on examining the effect of organizational citizenship behavior on performance success.

This study makes a theoretical contribution to management research through investigating the effect of organizational citizenship behavior on organizational performance. By gaining knowledge of organizational citizenship behavior and its effect on performance, the organizational improvement and effectiveness could be achieved. We could also compare and contrast organizations and their performance and measure the effect of organizational citizenship behavior on performance. In particular, the aim of study is to measure the effect of organizational citizenship behavior on organizational performance in the context of knowledge-based organization. To achieve these purposes, a quantitative empirical survey of a knowledge-based organization in Iran serves as the primary data source. The sample of the present study consists of 285 employees in an organization. A questionnaire including 60 questions was distributed, and “Statistical Package for the Social Sciences” (SPSS) software was used to analyze the collected data.

This paper is structured as follows. In Section 2, the relevant research studies on organizational citizenship behavior, organizational performance, and the relationship between organizational citizenship behavior and performance are reviewed, and corresponding research hypotheses are proposed. Section 3 provides information on the conceptual model, data collection, including the population and sample. Section 4 examines the proposed research model and explores the relations among the hypotheses. Section 5 synthesizes the findings and provides a discussion of the results. In Section 6, we describe the limitations of this study and outline directions for future research. Finally, concluding remarks are presented.

2. Literature review and theoretical background

Organizational citizenship behavior was first defined by Dennis Organ in 1997 as “an individual behavior which is not rewarded by a formal reward system, and that in the aggregate promotes the effective functioning of the organization”. Organizational citizenship behavior addresses various aspects of organizational and management issues through improvement customer satisfaction, cost and risk reductions (Chang et al., 2021; Jehanzeb 2020; Khan et al., 2020; Han et al., 2019; Miao et al., 2018; Singh & Singh, 2019; Qiu & Dooley, 2022), strong performance evaluations (Podsakoff et al., 2014; Yang & Wei, 2018), and development higher-quality performance (Organ, 1997).

Bienstock et al. (2003) conceptualized organizational citizenship behaviors as a phenomenon with three characteristics: (A) Organizational Obedience; this term describes behaviors, the necessity and desirability of which have been identified and which have been accepted into a reasonable structure of order and regulation. The indicators of organizational obedience are behaviors such as respecting organizational rules, fulfilling duties completely, and fulfilling responsibilities with respect to organizational resources. (B) Organizational Loyalty; Loyalty to organization is different from loyalty to oneself, other individuals and organizational departments and signifies the degree to which employees’ sacrifice for organizational goals and support and defend the organization. (C) Organizational Participation; this term signifies engagement in an organization administration. It may include attending meetings, sharing ideas with others and awareness of current issues in the organization.

Furthermore, Spector & Fox (2002) conceptualized the organizational citizenship behavior as a phenomenon with two characteristics: (A) Interpersonal Facilitation: This includes purposive interpersonal behaviors which help the overall success of an

organization and encompass a set of thoughtful and logical activities which emphasize lifting the spirit and encouraging coworkers, removing barriers for fulfilling responsibilities and helping coworkers in doing their job responsibilities. (B) Job Dedication: Job dedication includes disciplined behaviors such as obeying the rules, working hard and having creativity for overcoming work difficulties. Dedication is the motivational basis of job performance which encourages employees to do things in favor of the organization and which includes: paying attention to important details, practicing discipline and continence and creativity for resolving work hardships (Chang et al., 2021; Khan et al., 2020; Jehanzeb 2020; Sarfraz et al., 2022; Singh & Singh, 2019).

From 1997 to 2022, Organ's model has been cited nearly 5000 times in the social sciences and has been validated in more than 5000 empirical studies making it the most frequently cited model with regard to analysis in the sciences. One of the reasons for the frequent utilization of this model is because it offers an empirically measurable and well-validated means for operationalizing behavior through both quantitative and qualitative research approaches. For example, one quantitative study on organizational citizenship behavior involved Organ's model (Jiang et al., 2022; Hwang & Xie, 2018), which is based on a literature survey and focuses on the relationship among mentoring functions, direct supervisor needs for achievement, and employee organizational citizenship behavior from the perspective of conservation of resources theory.

Table 1

The organizational citizenship behavior framework (Organ, 1997)

1. Civic Virtue

Civic virtue are behaviors that show the tendency to participate in organizational social life and may be displayed as participation in political processes in the organization, expression of opinions, addressing of work issues in personal times, participation in organizational events, attending meetings and involving in organizational issues, etc.

2. Altruism

Altruism is the practice of helping colleagues do their duties in unusual. Examples include helping those who have a heavy workload, helping those who have been absent, helping newcomers adapt to the work environment (although they may not be among the required responsibilities of an employee).

3. Conscientiousness

This includes behaviors that are displayed by an employee in fulfilling their duties beyond the determined requirements of their organizational role or beyond what is expected (such as working overtime for the profit of the organization). Another example is when an employee refrains from requesting rest times or extra leave days and makes an optimal use of the time.

4. Sportsmanship

This is described as the tendency to patience against inevitable work abuse and harassment without making any complaints. Other examples include not talking about leaving the organization if there are problems and not exaggerating difficulties and hardships.

5. Courtesy

Courtesy includes behaviors that one displays toward other employees in order to prevent work problems; for example, respecting others' rights and advantages, consulting with those who may be affected by one's decision or action.

Organ's (1997) model synthesized the generic dimensions of organizational citizenship behavior utilizing current research on areas such as Competing Values (Sepúlveda-Rivillas et al., 2022), Organizational Culture and Leadership (Althayan et al., 2022; Khan et al., 2020; Miao et al., 2018; Pio & Lengkong, 2020; Ahmad Bodla et al.,

2019), and Information Systems and Organizational Citizenship Behavior (Davison et al., 2022; Menkhoff et al., 2022). One of Organ's objectives was to present a model upon which future theoretical and empirical research on organizational citizenship behavior could be conducted. This model considers organizational citizenship behavior as a system of shared values, which focus on what is important and guide individual attitudes and behaviors. Table 1 summarizes the five dimensions of organizational citizenship behavior according to Organ (1997).

2.1. Organizational performance

The criterion to measure success in an organization is the desirability of performance of employees of that organization. Therefore, in order to measure success in organizations, progressive human resources systems are needed to offer proper strategies and create coordination among organizational goals and employees' objectives, add to the overall productivity of the system, and help the organization advance and realize its goals (Chang et al., 2021; Khan et al., 2020; Miao et al., 2018; Sepúlveda-Rivillas et al., 2022). By creating a participatory environment, communicating organizational goals and manners of achieving them to employees, holding meetings for employees' evaluation and guidance and employing performance-based payment systems, performance management may align the objectives of employees and organizations and increase the productivity of workforce (Azizi et al., 2021b; De Clercq & Belausteguigoitia, 2020; Jehanzeb 2020; Khan et al., 2020; Sarfraz et al., 2022; Siddique et al., 2022). By creating a coordination between employees' and organizational goals, performance management leads to the fact that the more the employees strive for realization of organizational goals, the more their individual goals, which are a mixture of compensatory receipts and more respect, will be realized (Miao et al., 2018; Lee & Yew, 2022; Shareef & Atan, 2019). On the other hand, with the increased productivity, the organization may also earn income better in a competitive environment and provide its employees with compensatory payments and better facilities (Ullah et al., 2019; Khan et al., 2020; Sepúlveda-Rivillas et al., 2022).

According to Sarfraz et al. (2022), organizational performance may be affected by the following two factors: (A) factors and conditions in environmental macro systems such as history and geography of a country, economic conditions, architecture, politics, etc. and features of organizational and administrative systems of a society (organization, rules and regulations, etc.). (B) Psychological factors, i.e. behavioral readiness by those who have organizational roles (motivations, values, criteria and feedbacks, etc.). Since human's behavior is ordered and disciplined, (otherwise there would have been no areas such as psychology), human's behavior may be predicted to a considerable extent in different circumstances and in different occupational positions by studying the cultural and micro-cultural values of societies. This is because the values, measures and motivations of people are influenced by the culture of a society where they grow and evolve.

Furthermore, Lee (2008) conceptualization of performance at the individual level resonates with the interpretivist/metaphorical perspective of performance. This perspective is in contrast to functionalist perspective which assumes performance can be managed in an integrative way. Studies that adopt an interpretivist/metaphorical perspective of performance suggest that performance should be studied at multiple levels. Lee (2008) defined the performance of an organization based on 6 dimensions including: stakeholders' satisfaction, organizational communication, team collaboration, strategic performance, knowledge management and organizational growth. Table 2 summarizes the six dimensions of organizational performance according to Lee (2008).

Table 2

The organizational performance framework (Lee, 2008)

1. Stakeholders' satisfaction

Stakeholders' satisfaction is to make them happy and is a powerful enabler of creating optimal organizational performance and improving the organizational health. Stimulating stakeholders' satisfaction can benefit both stakeholders and the organization because the organization's strategy is to focus on success metrics such as: identifying and developing key stakeholders, measuring and understanding the needs and requirements of key stakeholders, translating stakeholders' needs and requirements into technical and process features, aligning them with the organization's strategy to further diversify strategies for stakeholder's management, maintenance and loyalty.

2. Organizational communication

Communication involves both the transmission of concepts and their understanding. Communication in a group or organization has four main functions: Control, motivation, expression of emotions and information. Inspired by business information, business communication, and mass communication from the 1930s, organizational communication is "the system and nature of organized actions that are absolutely essential in the organization." Organizational communication, which is widely discussed, is an exchange and symbolic process in which social actions are constantly coordinated to achieve individual and collective goals.

3. Team collaboration

The biggest change in human resource management observed in business in the last 40 years is the "move towards collaboration". Industries are finally finding out that the time and opportunity for collaboration, even with competitors, has come because it is impossible to try to step into a challenging market alone. Verbitan and Bones (2009) among many others, believe that current organizations are moving more and more towards team collaboration, which is the ultimate way for employees' works. In this system, work is "collected by performing specific projects and then reshaped in different ways for other projects."

4. Strategic performance

To measure performance, which is used as an effective tool for power, it is important that performance indicators are linked to strategy. The process of strategic performance management begins with the principles of the organization, especially the initial goals and strategic priorities. Strategic priority is typically described as determining the manner by which values are created for owners, managers, employees, and customers. Strategic perspectives associated with profit-based organizations often contain finance, customer, internal processes, and innovation. An important managerial decision is which priorities should be pursued.

5. Knowledge management

In today's organizations, knowledge is an essential resource for proper performance, innovation and maintaining a competitive advantage (Borycki & Kushniruk, 2021; Özkan et al., 2021). They defined knowledge as a flowing combination of experiences, values, background information, and specialized insights that provide a framework to evaluate and apply new experiences and information. They also believe that although knowledge is related to data and information, it is a concept beyond them and the origin and context of its creation and development is the human mind (Althnayan et al., 2022; Haass & Azizi, 2020).

6. Organizational growth

Growth supports long-term goals and indicators that are somehow associated with improving flexibility and investing in future development and new opportunities. Verbitan and Bones (2009) defined organizational growth goals as focus on new products, customer satisfaction, research and development, and employees' skills. In fact, for the organization to grow, managers must make new products become known in the market, increase customer satisfaction, improve employees' skills and invest in research and development to overtake competitors and supply the changing needs of the customers.

2.2. The relationship between organizational citizenship behavior and performance

Since the earliest days of the formation of the field of management, efforts to improve performance have been there as an inviolable principle that enters into new topics every day and takes over more areas. Over the past few years, research on the relationship between organizational citizenship behavior and one of its most important consequences, i.e., performance, has been known as a major focus (Allen & Rush, 1998; Miao et al., 2018; Organ, 1997; Podsakoff et al., 2014; Sepúlveda-Rivillas et al., 2022). The interest in the concept of performance is so appealing that employees who are more productive and cooperative will perform better, and their performance will be better perceived by their managers. Previous researcher discussed relationship between organizational citizenship behavior and organizational performance focusing on different perspectives including the Theory of Social Exchange (Bierstedt & Blau, 1965; Lee & Yew, 2022) and Norm of Reciprocity (Gouldner, 1960). Bierstedt and Blau (1965) pointed out organizational citizenship improves the quality of employees' performance by the means of influencing internal factors of the organization such as organizational atmosphere, lifting spirits, increasing organizational commitment, job satisfaction, reducing the desire to leave the job, reducing absenteeism and destructive job behaviors and also by influencing the improvement of external factors such as job satisfaction, service quality as well as customer loyalty (Chang et al., 2021; Miao et al., 2018; Singh & Singh, 2019; Pio & Lengkong, 2020).

All of these meta-analytic studies of organizational citizenship behavior have contributed to a clear collective understanding of the structure, which is primarily at the individual level of analysis. However, several researchers have argued that organizational citizenship behavior has excessive effects on performance at the group level and is something fundamentally possible at different group levels (George, 1990; Organ & Ryan, 1995; Sepúlveda-Rivillas et al., 2022; Zhao & Zhou, 2019). In fact, they say that organizational citizenship behavior fits in well with group-level studies. At the group level, organizational citizenship behavior can be effective by adjusting social interaction and social identity; it is then potentially separated from the individual level of organizational citizenship behavior.

2.3. Research objective

The literature review argues from a basis of a review of the literature, that studies of organizational citizenship behaviour in general, and organizational performance in particular, have been conducted a major research stream. This stream relates to methodology. The review found a lack of survey and variance studies generating models involving related factors as predictors of successful of performance. Thus, researchers are now searching for ways of understanding successful organizational performance within organizations. However, what is not well researched or known is the understanding rule of organizational citizenship behavior dimensions including: conscientiousness, altruism, courtesy, sportsmanship and civic virtue on organizational performance.

3. Conceptual model of study

As stated, this study examines the impact of organizational citizenship behavior on organizational performance. In this regard, we considered Organ's Behavior Model (1997), which includes five dimensions of organizational citizenship behavior, along with

Lee’s Performance Model (2008). Lee’s performance model has recently been localized in Iran and presents appropriate indicators from the perspective of interpretivist performance (behavioral performance) that we use in this study (see Fig. 1).

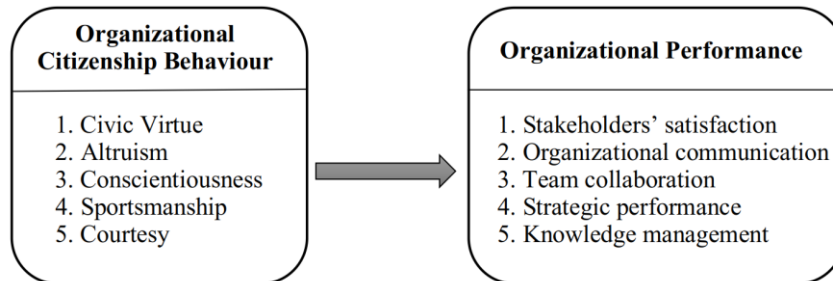


Fig. 1. Conceptual model of study

In order to attain the objectives of the study, this research tested the following null Hypothesis:

- H1:** Conscientiousness has a significant effect on organizational performance.
- H2:** Altruism has a significant effect on organizational performance.
- H3:** Civic virtue has a significant effect on organizational performance.
- H4:** Sportsmanship has a significant effect on organizational performance.
- H5:** Courtesy has a significant effect on organizational performance.

4. Research method

The research method employed in this research is descriptive-survey method and is of applied research type. The statistical population of the research is the employees present in a scientific research organization. The method of data collection in this study is a questionnaire with 60 questions, which is distributed among employees according to the statistical sample ($n = 285$). The validity of the content of the questionnaire was approved by professors, and the formal validity of the questionnaire was also approved by organizational experts. The total reliability of the questionnaire is 0.908, which indicates the appropriateness of the questionnaire. Causal relationships have also been used in this research, so the analysis of research hypotheses has been done through inferential statistics and SPSS software has been employed to perform the analysis.

5. Findings

Using linear regression in SPSS software, we obtained the following results (see Table 3). OP was considered as a dependent variable in all following tables.

Table 3

Linear regression of main hypothesis summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.591 ^a	.349	.347	.50604

Note. ^aPredictors: (Constant), OCB

According to this table, $R = 0.591$. R is the correlation coefficient between the two variables, and it is shown here that the correlation between the two variables (organizational citizenship behavior and organizational performance) is not strong (see Table 4).

Coefficient of determination also shows how much of the dependent variable, which is organizational performance, can be explained by the independent variable which is organizational citizenship behavior. Here the organizational citizenship behavior variable can explain 34% of the changes in organizational performance variable, which is not a significant value.

Table 4
Main Hypothesis ANOVA

Model	Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	Sig.
Regression	38.349	1	38.349	149.755	.000 ^a
Residual	71.445	279	.256		
Total	109.794	280			

Note. ^aPredictors: (Constant), OCB

ANOVA table shows whether regression model can significantly (and appropriately) predict dependent variable changes or not. To investigate the significance, we look at the last column of the table (Sig). This column shows the statistical significance of the regression model. If the value obtained is less than 0.05, we conclude that the model used is a good predictor for the organizational performance variable. The significance level here is less than 0.05 indicating the significance of the regression model (see Table 5).

Table 5
Main Hypothesis Coefficients

Model	Unstandardized		Standardized	<i>t</i>	Sig.
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
Constant	1.991	.207	.591	9.631	.000
OCB	.740	.060		12.237	.000

The Coefficients table gives us some information about the predictor variables. This table provides the information needed to predict the dependent variable. We can see that the constant value and the variable of organizational citizenship behavior are both and meaningful in the model (look at the sig column). The Standardized Coefficients column represents the standardized regression coefficient or beta value. The standardized regression coefficient or Beta value here equals 0.591, which indicates the effect of the independent variable (organizational citizenship behavior) on the dependent (organizational performance). Based on this, the regression equation can be written as follows:

$$\text{Organizational Performance} = 1.991 + 0.591 (\text{Organizational citizenship behavior})$$

5.1. Hypothesis testing

H1: Conscientiousness has a significant effect on organizational performance.

Table 6
H1 Linear Regression Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.430 ^a	.185	.182	.58054

Note. ^aPredictors: (Constant), work ethic

Referring to Table 6, the correlation coefficient between conscientiousness and organizational performance shows that it is equal to 0.43, which here shows that the correlation between the two variables (conscientiousness and organizational performance) is average.

Work ethic refers to an individual's attitude towards work and their sense of responsibility and accountability towards their job. In the context of organizational citizenship behavior, work ethic can be seen as a key factor in determining an employee's willingness to engage in behaviors that are beyond their job requirements but are beneficial for the organization. Employees with a strong work ethic are more likely to exhibit organizational citizenship behavior by going above and beyond their job requirements, showing initiative, being punctual, and demonstrating a positive attitude towards work. They are also more likely to be dependable and reliable, and to take ownership of their work and its outcomes. In contrast, employees who lack a strong work ethic may be less likely to engage in organizational citizenship behavior and may exhibit behaviors that are detrimental to the organization, such as being absent or tardy, showing a negative attitude, and failing to take responsibility for their work. Overall, work ethic plays a critical role in organizational citizenship behavior, and employers often look for employees who have a strong work ethic when making hiring decisions.

Table 7
H1 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.356	1	21.356	63.366	.000 ^a
Residual	94.029	279	.337		
Total	115.384	280			

Note. ^aPredictors: (Constant), work ethic

According to the Table 7, our regression model is at a significant level ($p = 0.000$) since $\text{sig} < 0.05$.

Table 8
H1 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.459	.213		6.850	.000
Work ethic	.465	.058	.430	7.960	.000

According to the coefficients of Table 8, we can write the regression equation for the dependent variable (conscientiousness) and the organizational performance.

$$\text{Organizational Performance} = 1.459 + 0.43 (\text{Conscientiousness})$$

We have not put the other tables associated with each analysis and only the results are mentioned.

H2: Altruism has a significant effect on organizational performance at Iran University.

The correlation coefficient between altruism and organizational performance is equal to 0.473, which shows that the correlation between the two variables (altruism and organizational performance) is average.

Our regression model is at a significant level ($p = 0.000$) since $\text{sig} < 0.05$.

In the following, according to the table of coefficients, we can write the regression equation for the dependent variable (altruism) and the organizational performance.

$$\text{Organizational Performance} = 1.644 + 0.473 (\text{Altruism})$$

H3: Civic virtue has a significant effect on organizational performance at Iran University.

The correlation coefficient between civic virtue and organizational performance is equal to 0.466, which indicates that the correlation between the two variables (Civic virtue and organizational performance) is average.

Our regression model is also at a significant level ($p = 0.000$) since $\text{sig} < 0.05$.

Afterwards, according to the table of coefficients, we can write the regression equation for the dependent variable (civic virtue) and the organizational performance.

$$\text{Organizational Performance} = 1.495 + 0.466 (\text{Civic Virtue})$$

H4: Sportsmanship has a significant effect on organizational performance at Iran University.

In this part, correlation coefficient between sportsmanship and organizational performance is equal to 0.425, which shows that the correlation between the two variables (sportsmanship and organizational performance) is not strong. Besides, according to (coefficient of determination), the sportsmanship variable can explain 18% of the changes in the organizational performance variable, which shows the positive effect of both of them.

Our regression model is also at a significant level ($p = 0.000$) since $\text{sig} < 0.05$.

Now according to the table of coefficients, we can write the regression equation for the dependent variable (sportsmanship) and the organizational performance.

$$\text{Organizational Performance} = 1.716 + 0.425 (\text{Sportsmanship})$$

H5: Courtesy has a significant effect on organizational performance at Iran University.

Here, the correlation coefficient between courtesy and organizational performance is 0.476 indicating an average correlation between the two variables (courtesy and organizational performance).

Moreover, our regression model is at a significant level ($p = 0.000$) because $\text{sig} < 0.05$.

The regression equation may be written for the dependent variable (courtesy) and organizational performance according to the table of coefficients.

$$\text{Organizational performance} = 1.702 + 0.476 (\text{courtesy})$$

6. Discussions

The relationship between the organizational citizenship behavior and organizational performance having been approved, improvement and strengthening of organizational citizenship behavior will improve the organizational performance. Therefore, the following recommendations are being made to strengthen such extra-role behaviors in an organization.

In this study, individual features play an effective role in improvement and strengthening of organizational citizenship behavior. Therefore, the following recommendations are made to improve such features:

- Lifting the spirit of cooperation among employees and faculty members.
- Identifying elite and helpful employees and appreciate them in order to create motivation in them.
- The job responsibilities should be commensurate with the capabilities of individuals.

In this study, there is a relationship between job satisfaction and citizenship behavior. Therefore, the following recommendations are made to increase job satisfaction:

- To lay the groundwork for creativity: level of responsibility, freedom of action and independence.
- To create job safety for employees and faculty members.
- To lay the groundwork for creativity of employees: as much as individuals are encouraged to be creative and do risky tasks and be ambitious.
- Management support: The extent to which managers connect with their subordinates, help or support them.
- Reward System: The reward should be given based on employees' performance indicators not their work record, relationships and the like.
- Promoting healthy and fair competition among employees to achieve organizational goals.

In this study, transformational leadership increases extra role behaviors. Therefore, the following suggestions are put forward to create such a leadership:

- Managers should clearly and accurately design a special objective or aspiration for the followers so that they can recognize and analyze the status quo.
- Managers of the Iran University should create a more optimistic image of the future for employees so that they may contribute more to the realization of objectives.
- Managers of the Iran University should themselves display the organizational citizenship behavior so that the employees and experts will also follow them and display such behaviors.

In this study, organizational justice plays an effective role in promoting organizational citizenship behavior. Therefore, in order to promote such justice, the following suggestions are made:

- Payroll system, promotion and promotion system must function in a manner that individuals believe there is no injustice in distribution of resources.

- Managers must act fairly in formulating regulations, procedures, decisions, and formal structures.
- University managers should make every effort to ensure fairness and justice in communications among employees and dealing with people.

In this study, organizational culture plays an effective role in improving the citizenship behavior. Therefore, the following recommendations are made to promote it:

- Managers should try to assign challenging tasks and this way strengthen the spirit of responsibility and enrich employees' jobs.
- Managers should strive to make employees customer-oriented and ensure their efficiency.
- The university environment should be an environment that increases mutual trust between people and creates a climate of trust in the university.

6.1. Implications

This study makes a theoretical contribution to management research through investigating the effect of organizational citizenship behavior on organizational performance. By gaining knowledge of organizational citizenship behavior and its effect on performance, the organizational improvement and effectiveness could be achieved.

In this study, we investigated the effect of citizenship behavior on behavioral performance index only, and researchers can also investigate this topic with respect to financial performance index. In addition, in this research, performance variable was evaluated based on Lee's Model (2008) and researchers can employ other organizational performance models mentioned in the literature review.

Furthermore, organizational citizenship behavior model used in this study was Organ Model, while researchers can be suggested to employ that performance model by Padsakoff et al. (2009) or other researchers who have conducted studies in this area. Finally, this study may be implemented in different organizations and the findings can be used to improve the performance of the organization. Moreover, the performance in every organization may be compared with that of others.

7. Conclusion

Organizational citizenship behavior increases the employees' and working teams' productivity, communications, cooperation and assistances among employees, encourages team collaboration, reduces the ratio of errors, enhances employees' participation and engagement in organizational issues, and in general, creates a proper organizational atmosphere. Moreover, managers seek methods to improve the performance of their organizations, and organizational citizenship behavior significantly helps achieve this objective by encouraging employees to do beyond what is determined as their job description.

Considering the regression test results, organizational citizenship behavior has a significant positive effect on organizational performance. This being the case, the main hypothesis is acceptable and indicates that employees' organizational citizenship behavior plays a significant role in improving the organizational performance. In addition, the dimensions of organizational citizenship behavior, conscientiousness, altruism, civic

virtue, sportsmanship and courtesy, also have significant effect on organizational performance. Therefore, these dimensions also have an effective role in improving the organizational performance.

This study recognises that the research design and methods used here cannot be expected to offer the same degree of precision and reliability of results as the traditional causal-mechanistic methods. However, here the study recognised the serious lack of established theory and prior empirical research on organizational citizenship behavior topics in general. Therefore, at this stage of knowledge accrual about organizational citizenship behavior, the need for greater precision in research must be viewed in balance with the long-term benefits of first generating meaningful, and field-relevant theories.

Author Statement

The authors declare that there is no conflict of interest.

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