



Assessing The Relationship Between the Organizational Excellence and The Citizenship Behavior of Personnel (The Case Study, Zabol Water and Sewage Organizational-Company)

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ABSTRACT

This Ideas That Citizenship behavior Organizational the Can with Virtue Organizational Linked Is and Virtue cause Creation Ability at Organization and the is until the the late One Ideas Alien and Strange Been Is. Target from Performance Research Study the Relation Virtue And organizational citizenship behavior in the water and sewage company in Zabol. Community Case Check Kidney Staff WWC Zabol was the chosen sample of 200 respectively. In order to collect Information, questionnaire Standard Virtue Organizational Cameron And Et al. (2004) Citizenship Behavior Questionnaire Based on Padskf (2000) Use Was. Validity And Cronbach alpha reliability of content validity and reliability of the questionnaire results showed that reliability and validity Good Have They were. Research for the purpose of gathering information and descriptive - survey is based on correlation method. To analyzed the data using SPSS software will be used for the statistics Describe the and concluded that used to be in the Statistics Describe the of the analyzed variable of collective the recognition of the frequency of, and diagrams of its high percentage fluctuation. And the implications of the tests and Kolmogorov-smirnov, The correlation coefficient for the hypothesis test would be used for. The test results showed that the main hypothesis Virtue Organizational and Citizenship behavior there was a significant positive relationship. The sub-sub hypothesis suggests that all aspects Quintuple Virtue Organizational citizenship behavior Staff had an impact. So based on the findings R can be expressed in organizations by virtue components of organizational citizenship behavior increased staff and increased Recovery Things and Comfort Staff Respectively.

Keywords: organizational excellence, citizenship, water and wastewater, Zabol

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INTRODUCTION

Nowadays, regardless of development in many competitive aspects, unfortunately organizations don't pay more attention to virtue-based issues. Some words such as excellence, trust and honor are not commonly related to modern competitive commercial atmosphere. Bred and Water acknowledged that modern originations in terms of behavior are silent (Caza et al, 2004). So, in the modern world by developing excellence-oriented behaviors permanence of human capital can raise to a considerable extent. The organizational excellence refers to some organizational fields in which good habits, attitudes and proceedings like civilization, trust, forgiveness and honesty in both individual and social levels can be utilized, strengthen, propagate and continued (Kameron et al, 2004). By arrival of this notion in the organizational- directorial field, Cameron et al (2004) stated five components to measure the organizational excellence including, organizational optimism, organizational trust, organizational compassion, organizational integrity and organizational forgiveness (Regou et al, 2011). They clarified that the organizational excellence and it

outcomes theoretically have remained undeveloped for people and organizations. According to Cameron (2003), it is regrettable, because there is a close bond between virtue and everything that is good for individuals so that eliminating the organizational excellence in scientific researches creates a vacuum to understand a wide range of main organizational phenomena. On the other hand, psychologists emphasize that organizational personnel need to work more than their official duties. With respect to frequent and face-to face interactions with customer and the quality of services, the notion is of more importance in service sectors (Grape and Rastogy, 2006). The organizational citizenship behavior is a skill that helps personnel in this context. It refers to individual behaviors derived from the individual knowledge. Although it is able to increase the efficiency and the influence of the organizational citizenship behavior but personnel are not directly encouraged through the official reward system (Bronz & Carpenter, 2008). According to Podasokov, the good citizenship is a thought includes a variety of behaviors which some instances are consist of doing lateral tasks, voluntary assisting others in their work, professional development in their own job, obeying organizational rules even when there is no supervision, trying to raise the organization place, helping to maintain the positive

attitude and tolerating difficulties at work (Podasakov et al, 2000).

Thinkers are believed that people are interested to behave consistent with received values from the organization (Becker et al, 2006). The organizational excellence is related to the behavioral elevation of organization members. Subjecting to the organizational excellence causes positive feelings in personnel and is able to encourage them to help and respect others and consequently will lead to further performance of the organizational citizenship behavior (Bacousi, 2003). Inasmuch as people with positive mentality about the organization are able to increase their organizational reputation, develop the confidence and loyalty feeling and try to maintain and reinforce the validity as well as to make more interest for the organization (Liliosou et al, 2008). Therefore, it can be expected that, the organization as a unit can create required capability to ensure coordination among its own internal components and to balance its own relations with the environment. Accordingly, with respect to the importance of two mentioned issues for organizations, the present research is aimed to assess the relationship between two mentioned components in Zabol Water and Sewage Company.

The research conceptual model

The theoretical framework determines relations among variables, fosters principle theories and describes the nature and orientation of these relations as well (Sekaran, 2007, 94). Presenting correlate variables with the research problem is considered as the fundamental function of the theoretical framework (Khaki, 2011, 163). The theoretical framework in the present research is derived from the Riberou and Rego (2009) work, so with respect to the mentioned study, the research conceptual model is drawn as follow:

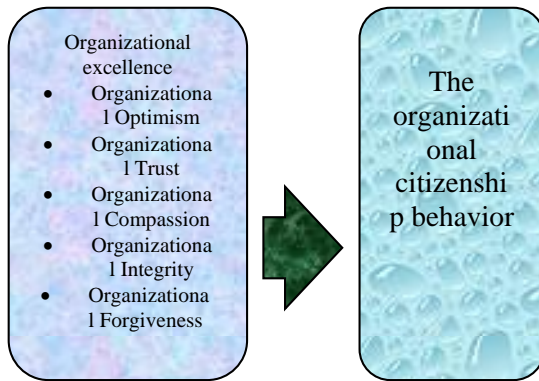


Figure 1. The research conceptual model (Ribrou and Rigue, 2009)

Research hypothesis

The main hypothesis: there is a significant relationship between the organizational excellence and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.

Sub- hypothesis:

- There is a significant relationship between the Organizational Optimism and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.
- There is a significant relationship between the Organizational Trust and the organizational

citizenship behavior among personnel working at Zabol Water and Sewage Company.

- There is a significant relationship between the Organizational Compassion and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.
- There is a significant relationship between the Organizational Integrity and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.
- There is a significant relationship between the Organizational Forgiveness and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.

Methodology

The present research in terms of purpose is an application study. A descriptive-survey method based on the correlation was used for collecting data. The population was comprised of 200 personnel working at Zabol Water and Sewage Company. According to Cochran formula the sample size was 132 people. The simple random sampling was utilized in the research. Questionnaire was the main applied method in the present research. The organizational excellence and the organizational citizenship behavior were assessed by the Kameron et al (2004) and the Padsckov (2000) questionnaires, respectively. The Likeret five options range as one of the most common measures was used to design the methodology. The SPSS software was utilized for data analysis in two levels of descriptive and deferential statistics. In the descriptive statistics, demographical variables in terms of frequency, frequency percentage and their plots are assessed. The Smirnov-Kolmogrov tests and the correlation coefficient are utilized to test hypothesis in the differential level.

Research findings

The main hypothesis: there is a significant relationship between the organizational excellence and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.

The regression method was analyzed to assess the fitting influence. So, in order to assess and present a model between the organizational excellence (Y) and the organizational citizenship behavior (X) the fitting model is presented after studying model efficiency indices according to the following table. The following table indicates that, the organizational excellence is able to specify 70.9% of changes in the organizational citizenship behavior. The coefficient of the organizational excellence route to the organizational citizenship behavior was 0.842 which is the Pearson correlation between two variables.

Table 1. Entered variables of the regression model

Model	Entered variable	Eliminated variable	method
1	organizational excellence	-	Enter

Dependent variable: the organizational citizenship behavior

Table 2. The model summary

Model	R	R ²	R ² _{adj}
1	0.842	0.709	0.707

Hypothesis1: There is a significant relationship between the Organizational Optimism and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.

The regression method was analyzed to assess the fitting influence. So, in order to assess and present a model between the Organizational Optimism (Y) and the organizational citizenship behavior (X) the fitting model is presented after studying model efficiency indices according to the following table. The following table indicates that, the Organizational Optimism is able to specify 84% of changes in the organizational citizenship behavior. The coefficient of the organizational excellence route to the organizational citizenship behavior was 0.918 which is the Pearson correlation between two variables.

Table 3. Entered variables of the regression model

Model	Entered variable	Eliminated variable	method
1	Organizational Optimism	-	Enter

Dependent variable: the organizational citizenship behavior

Table 4. The model summary

Model	R	R ²	R ² _{adj}
1	0.918	0.843	0.842

Table 5. Regression equation of organizational citizenship behavior

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	0.203	0.145	0.918	1.39	0.000
	Organizational Optimism	0.936	0.037		25.47	
Dependent Variable: organizational citizenship behavior						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 5 the regression equation is provided by unstandardized coefficients.

Organizational citizenship behavior= 0.203 + (0.936) Organizational Optimism

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Organizational Optimism, the standard deviation 0.936 unit of organizational citizenship behavior is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Organizational Optimism has a meaningful effect on organizational citizenship behavior.

Hypothesis2: There is a significant relationship between the Organizational Trust and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.

The regression method was analyzed to assess the fitting influence. So, in order to assess and present a model between the Organizational Trust (Y) and the organizational citizenship behavior (X) the fitting model is presented after studying model efficiency indices according to the following table. The following table indicates that, the Organizational Trust is able to specify 38.5% of changes in the organizational citizenship behavior. The coefficient of the organizational excellence route to the organizational citizenship behavior was 0.621 which is the Pearson correlation between two variables.

Table 6. Entered variables of the regression model

Model	Entered variable	Eliminated variable	method
1	Organizational Trust	-	Enter

Dependent variable: the organizational citizenship behavior

Table 7. The model summary

Model	R	R ²	R ² _{adj}
1	0.621	0.385	0.380

Table 8. Regression equation of organizational citizenship behavior

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.48	0.277	0.621	5.37	0.000
	Organizational Trust	0.574	0.066		8.70	
Dependent Variable: organizational citizenship behavior						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 8 the regression equation is provided by unstandardized coefficients.

Organizational citizenship behavior= 1.48 + (0.574) Organizational Trust

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Organizational Trust, the standard deviation 0.547 unit of organizational citizenship behavior is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Organizational Trust has a meaningful effect on organizational citizenship behavior.

Hypothesis3: There is a significant relationship between the Organizational Compassion and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.

The regression method was analyzed to assess the fitting influence. So, in order to assess and present a model between the Organizational Compassion (Y) and the organizational citizenship behavior (X) the fitting model is presented after studying model efficiency indices according to the following table. The following table indicates that, the Organizational Compassion is able to specify 47.3% of changes in the organizational citizenship behavior. The coefficient of the organizational excellence route to the organizational citizenship behavior was 0.688 which is the Pearson correlation between two variables.

Table 9. Entered variables of the regression model

Model	Entered variable	Eliminated variable	method
1	Organizational Compassion	-	Enter

Dependent variable: the organizational citizenship behavior

Table 10. The model summary

Model	R	R ²	R ² _{adj}
1	0.688	0.473	0.469

Table 11. Regression equation of organizational citizenship behavior

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error			
1	Constant	1.70	0.211	0.688	8.08	0.000
	Organizational Compassion	0.523	0.050		10.41	
Dependent Variable: organizational citizenship behavior						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 11 the regression equation is provided by unstandardized coefficients.

Organizational citizenship behavior= 1.70 + (0.523) Organizational Compassion

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Organizational Compassion, the standard deviation 0.936 unit of organizational citizenship behavior is increased, so they have positive relationship. T-test relating to

regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Organizational Compassion has a meaningful effect on organizational citizenship behavior.

Hypothesis4: There is a significant relationship between the Organizational Integrity and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.

The regression method was analyzed to assess the fitting influence. So, in order to assess and present a model between the Organizational Integrity (Y) and the organizational citizenship behavior (X) the fitting model is presented after studying model efficiency indices according to the following table. The following table indicates that, the Organizational Integrity is able to specify 62.7% of changes in the organizational citizenship behavior. The coefficient of the organizational excellence route to the organizational citizenship behavior was 0.792 which is the Pearson correlation between two variables.

Table 12. Entered variables of the regression model

Model	Entered variable	Eliminated variable	method
1	Organizational Integrity	-	Enter

Dependent variable: the organizational citizenship behavior

Table 13. The model summary

Model	R	R ²	R ² _{adj}
1	0.792	0.627	0.624

Table 14. Regression equation of organizational citizenship behavior

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error			
1	Constant	2.03	0.131	0.792	15.48	0.000
	Organizational Integrity	0.499	0.035		14.27	
Dependent Variable: organizational citizenship behavior						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 14 the regression equation is provided by unstandardized coefficients.

Organizational citizenship behavior= 2.03 + (0.499) Organizational Integrity

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Organizational Integrity, the standard deviation 0.936 unit of organizational citizenship behavior is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Organizational Integrity has a meaningful effect on organizational citizenship behavior.

Hypothesis5: There is a significant relationship between the Organizational Forgiveness and the organizational citizenship behavior among personnel working at Zabol Water and Sewage Company.

The regression method was analyzed to assess the fitting influence. So, in order to assess and present a model between the Organizational Forgiveness (Y) and the organizational citizenship behavior (X) the fitting model is presented after studying model efficiency indices according to the following table. The following table indicates that, the Organizational Forgiveness is able to specify 23.5% of changes in the organizational citizenship behavior. The coefficient of the organizational excellence route to the organizational citizenship behavior was 0.485 which is the Pearson correlation between two variables.

Table 15. Entered variables of the regression model

Model	Entered variable	Eliminated variable	method
1	Organizational Forgiveness	-	Enter

Dependent variable: the organizational citizenship behavior

Table 16. The model summary

Model	R	R ²	R ² _{adj}
1	0.485	0.235	0.229

Table 17. Regression equation of organizational citizenship behavior

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Constant	2.76	0.186	0.485	14.88	0.000
	Organizational Forgiveness	0.306	0.050		6.09	

Dependent Variable: organizational citizenship behavior

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 17 the regression equation is provided by unstandardized coefficients.

Organizational citizenship behavior= 2.76+ (0.306) Organizational Forgiveness

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Organizational Forgiveness, the standard deviation 0.936 unit of organizational citizenship behavior is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Organizational Forgiveness has a meaningful effect on organizational citizenship behavior.

Discussion and conclusion

With respect to organizational challenges, the manager needs to be aware of improving the citizenship behavior of personnel more than others. For example, personnel of those organizations in which costs are decreased through depriving personnel from their job are expected increased responsibility with further efficiency and good citizenship behavior (Modlen et al, 2009). Positive psychology is a term that like an umbrella includes studies concerning positive emotions, positive characteristics, healthy and potent organizations and even families (Sligman, Stone & Parkopaterson; 2005).

These approaches are aimed to identify methods to improve human life. Hence, those elements cause to great consistency of people with life pressures and threats are considered as fundamental factors of the approach. The positive psychology by concentration on people strength improves individual and organizational performance (Lotanse 2002, Lotanse and Jensen 2002; Lotanse and Yusuf 2007). As a result, the mentioned approach has received a broad warm welcome (Caphman and Skailer 2004). Walesh (2006) suggests that in the organizational literature during last decade has witnessed a fourfold increase in negative-oriented words such as win or loss, occupational dissatisfaction or job absence and such like than positive-oriented terms like benignity, virtue and such like. Consequently, it is obvious that in the organization and management field positive-oriented topic received less attention towards negative-oriented ones.

In the present research, the organizational excellence specifies changes related to the organizational citizenship behavior. Indeed, it is the Pearson correlation between two variables. Research findings correspond with research results of Hashemi et al (2016), Kemronou et al (2004) and Medelno et al (2009). Results show that, when there is excellence in the organization the citizenship behavior does not disappear but there is a positive relationship between the excellence and the organization citizenship behavior. The organizational excellence has a positive and mutual relationship with the citizenship behavior through two main characteristics including reinforcing (multiplier of positive outcomes) and protecting (protecting against negative disturbances) properties. Many authors (Fredrikson 2003; Hatch 1999; Maten and Read 2002; Satklief et al 2003; Sligman et al 1999) have assessed these properties and it suggests that when the excellence is appeared in the organization (when bravely or friendly actions are recognized and admired), the excellence is reinforced and toleration for negative challenges and obstacles is improved.

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