

An Investigation of the Effects of Organizational Citizenship Behavior on Customer Satisfaction in the Ministry of Education, Tehran 5th District

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ABSTRACT

Since the prospective companies in today's fiercely competitive space, no choice but to employ strategies that will lead to maximum absorption customers and sell products and services, today, customer satisfaction has become one of the main concerns of managers of enterprises and therefore subject to many factors involved, one of the topics of organizational citizenship behavior in organizations. Therefore, the main objective of this study was to investigate the effect of motion is characteristic of organizational citizenship behavior on customer satisfaction. In this study, the Kano model to measure satisfaction and citizenship behavior in the Oregon model was used. According to the statistical community Unlimited existing between the client and the Ministry of Education District 5 of Tehran, for example, 140 is considered, in part due to the limited staff of 110 people of the volume of all their employees through the study placed. Data collection for this study is based on two standard questionnaires used background research that has been reviewed and approved the validity and reliability. Due to the abnormal distribution of data, research, analysis, data, Spearman correlation test was used. Examine the hypothesis implies that all components of organizational citizenship behavior on customer satisfaction has an impact, therefore, based on the findings the following recommendations are proposed: Inform employees about organizational citizenship behavior, a sense of appreciation for the staff to handle customer complaints, customer awareness, increase knowledge of the technical and ethical employees, as part of the working group dealing with clients.

Keywords: Customer Satisfaction, Customer Service, Organizational Citizenship Behavior.

Introduction

One of the best attributes of each organization to work in varying conditions, having people who are willing to change jobs to participate in successful organization of formal requirements.

Behavior that has been volatile, but the official expectations of survival are very important, even essential, as defined organizational citizenship behavior (Mohammadi, 32:2011) In today's

challenging world, enterprises to compete on the world stage, trying to satisfy the needs and expectations of customers and adapt to the changing nature of jobs, staff to operate beyond their job description duties and roles defined in the act, because it is believed that these behaviors reflect beyond the evaluation (Zarei Matin, 143:2009). Almost two decades ago, researchers distinguish between the role of the role and function is covered. To go beyond the performance of official acts beyond the employee's employment is usually not considered by the formal reward systems in our organization (Naghavi, 25:2012). The purpose of this study was to clarify the impact of these behaviors on the relevant aspects of customer satisfaction to guide managers in successful organizations, especially government agencies. Management in primary schools, those behaviors was assessed in terms of job description and job specification of expected behaviors than they are today considered. Conceptions of social behaviors before the behaviors, attitudes metafunctions, and the land, the spontaneous behavior or organizational citizenship behavior are taken into consideration. In service organizations representing employees who have direct contact with the client and the client organization and the service provider must conduct the Employee service quality and customer satisfaction is very effective. Among these behaviors is an organizational citizenship behavior. These behaviors can organizations recognize employees motivated and improve service quality and customer satisfaction (Akbar Hassanpour, 5:2008). Observations indicate that the issue of organizational citizenship behavior in some of our organizations as significant shortcomings in observing the behavior and needs serious consideration. If you do not

observe these behaviors in the areas of organizational tasks, but OCB offices and organizations makes patients' satisfaction and the subsequent success of the organization (bienstock, 2003:357-378). Preliminary studies indicate that the main factor affecting the performance of the organization in organization citizenship behavior and how to deal some of clients seem to have full consent of the authorities (castro & armario, 2004:27-53). So, according to what was said at the end of the researcher tries to investigate the impact of organizational citizenship behavior on customer satisfaction to measure the organization. This paper will examine research methods and theoretical framework to justify consider relevant concepts, the analysis of data collected by questionnaire on agenda and then the results are discussed and recommendations relating to the results of the research are discussed.

Methodology

The method used in this study was descriptive - survey and is in the category of solidarity applied research. Firstly the research background check, two standard questionnaires to assess the impact of organizational citizenship behavior on customer satisfaction, were selected for the both of them, in its domain are one of the most questionnaire. The researchers looked at how the subject is descriptive research that involves collecting data to test hypotheses or answer questions related to the current state of the matter is (Parsaeian and Arabi, 35:1999). Descriptive studies are also practical and fundamental aspects, in the application of these results in decisions and policies and programs to be used (Mostabseri, 66: 2008). This research is used to gather information from library and field methods. In order to collect the history

and theoretical basis of this method, a library reference to university libraries and information centers and search the database of the latest studies and research available has been used. To collect the basic data required to test the research hypotheses of the questionnaire used. To formulate hypotheses every researcher needs conceptual model to identify variables based on assumptions, to explain the conceptual and operational definitions of the variables and the relationships between them (Fattahi, 95:2008). This research is trying to answer a questionnaire survey of a sample and its generalization to the population, the type and extent of customer satisfaction and citizenship behavior of employees must be examined. "Cohen and Vigoda" has stressed the importance of organizational citizenship behavior on organizational forms and all have pointed out that organizational citizenship behavior, ways to improve the organizational effectiveness (Sobhaninejad, 58:2010). "Artourk" in this connection is that, OCB as new patterns of employee behavior in organizations today as the modern approach of the modern management of human resources has been used in many organizations (Alizadeh, 49:2008). Researchers have identified components in a variety of organizational citizenship behavior. The most widely used and accepted organizational citizenship behavior, most researchers rely on their own research, including: Altruism, sportsmanship, work ethics, attitude and respect for civil and polite. "Organs" of the five dimensions proposed in 1988. "Poudsakof et al" in 1990 with the help of factor analysis for each of the five dimensions, the standard measures that assess OCB Over the years the use of many of the (spector, 2002: 269-292). Among these dimensions conscience "work"

encompasses several examples in which organizational members do certain behaviors that go beyond the minimum level required to perform the work task (appelbaum, 2004:13-40). Fairness or eliminated in the presence Thmlp second dimension of citizenship behavior, which refers to the patience in the face of adverse and unfavorable circumstances, without objection, dissatisfaction and complaint satisfaction (organ ,1990:43-72). The third dimension of citizenship behavior that "civil attitude" is, behaviors such as participation in extracurricular activities, even when the presence is not required to support the development and changes provided by the managers of the organization and willingness to read books, magazines, and an increase in information to the importance of public awareness posters and notices to be included in the organization. The next dimension of citizenship behavior, "courtesy and respect" is the expression shows how the behavior of individuals with co-workers, supervisors and audiences organization. Those who behave with others in the organization have respect and awe, with progressive citizenship behavior. Last of organizational citizenship behavior "altruism" is useful and benefit to behaviors such as intimacy, empathy, sympathy and cooperation refers to the direct or indirect help to the employees who are having problems with work. In the present study, the independent variables include philanthropy, magnanimity, work ethics, civil and respectful attitude OCB mainly in the form of customer satisfaction is the dependent variable. According to the indicators in each of the independent variables such a result would be an increase or decrease of each variable increases or decreases the OCB, which can directly lead to the increase or decrease of

customer satisfaction, in simple terms, variables, philanthropy, magnanimity, work ethics, civil and respectful attitude has a positive relationship with customer satisfaction. In this study to measure customer satisfaction model is used to measure customer satisfaction provided by the doctor Nouryaki Kano from University of Rica in Tokyo. The scientist, in 1984, an impression of the factors influencing satisfaction (or dissatisfaction) client to provide a framework for understanding these factors and their effect on customer satisfaction has introduced (katz, 1978). This procedure is relatively simple in terms of total quality management applications. In this model, the factors affecting the health of the ideas from the theory of Herzberg's two-factor, three basic factors (should) be divided into one-dimensional or functional and attractive (podsakoff ,1990:107-142). Basic features, minimum required and they did not, but there they cause severe discomfort and may require obviously not satisfactory. Functional features, if any, with respect to the level of satisfaction or dissatisfaction with the entity they cause. Attractive features, but they do not make you disappointed not to make the customer happy (ziethmal, 1988). The present study was to examine the relationships between independent and dependent variables of the models used and the theoretical framework provided by the institution and Kano identical and equivalent model has been applied to the study.

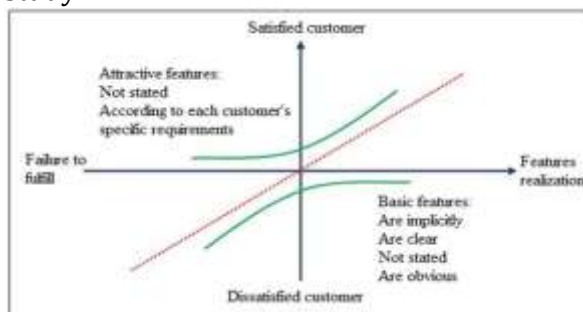


Figure 1. Kano model (1984)

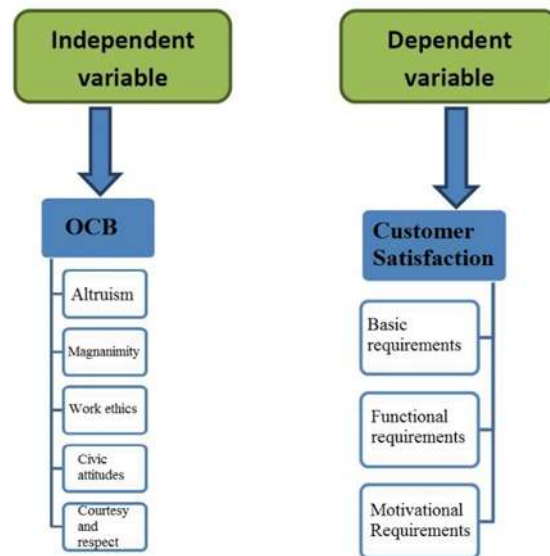


Figure 2. (Research model)

Data Analysis

Before performing any statistical analysis, it is essential to ensure than normal or non-normal data distribution. Kolmogorov-Smirnov test can be used to do this. According to the table, and a significance level of 0.002, which is below the 0.05 level, the data distribution of the data to be abnormal, in the following, non-parametric tests should be used for data analysis. In this section, the results of the analysis of data related to their effects on clients' satisfaction dimensions of citizenship behavior in organizations will be represented. In the first part, the results of data analysis using Spearman's test was designed to examine is based on the assumption, and then the effect of each of the variables are ranked. Given that the questionnaire was based on a range of five options, based on books by the same amount of testing to be mean or harsh, consider the number 5.

Correlation analysis between the original variables study

Organizational citizenship behavior has an impact on customer satisfaction.

Organizational citizenship behavior has an effect on customer satisfaction. H1: $\rho \neq 0$

Organizational citizenship behavior has no impact on customer satisfaction. H0: $\rho = 0$

Table 1. Correlation between organizational citizenship behavior and customer satisfaction

Indicators Variables	Correlation type	Correlation value	Correlation direction
Organizational citizenship behavior and customer satisfaction	Spearman	* 0.730	Positive

To investigate this hypothesis, as can be seen using the Spearman correlation coefficient and Spearman ($r=0.730$). This indicates that there is a significant positive relationship between organizational citizenship behavior and customer satisfaction. The $0.01 > P$ and the

null hypothesis is rejected. So we can say with confidence that 0.99 is the degree of citizenship behavior in organizations that will increase customer satisfaction. The following is a summary of the results of secondary research hypotheses are offered:

Table 2. Effectiveness of correlation analysis between citizenship behavior and customer satisfaction

Indicators Variables	Correlation type	Correlation value	Correlation direction
Customer satisfaction Effective Philanthropy staff	Spearman	**0.600	Positive
Magnanimity employee and customer satisfaction	Spearman	**0.844	Positive
Working conscientious employee and customer satisfaction	Spearman	**0.612	Positive
Civic attitudes of staff and client satisfaction.	Spearman	**0.843	Positive
Courtesy and respect for staff and client satisfaction	Spearman	**0.682	Positive

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Department of Education, Region Five with special attention to the size and scale of priorities to strengthen civic attitudes and behaviors as less respectful of different methods to determine compliance like doing things on time and the work discipline, attention to the organization's rules and regulations, and ignore the mistakes and errors are not considered negligible, clients and partners, higher levels of tolerance, patience and fortitude employees against adverse circumstances, and non-conducive working environment, reduce and eliminate the causes of grievances, etc., and also strengthening other dimensions of OCB, the area required for

Conclusions

According to the results of the Friedman test hypotheses secondary research and work ethics and altruism have a higher degree of priority should be to arrange

the development of higher-level organizational citizenship behavior provides, this action will ultimately

increase customer satisfaction and staff efficiency and effectiveness of the organization.

Reply to this research

Table 3. The answer to this research

Assumptions	Result
Effective organizational citizenship behavior on customer satisfaction	Adopt hypotheses
One. Altruism is an effective staff on customer satisfaction	Adopt hypotheses
Two. Magnanimity effective staff on customer satisfaction	Adopt hypotheses
Three. Conscience is working effectively on customer satisfaction	Adopt hypotheses
4. Civic attitudes of staff on customer satisfaction	Adopt hypotheses
5. Courtesy of staff on client satisfaction.	Adopt hypotheses

As was seen in all aspects of organizational citizenship behavior on customer satisfaction in the organization

are effective, but the effect of different variable dimensions, so here's rating scale would be:

Table 4. Ranking of citizenship behavior

Dimension	Component	Average	Rank
OCB	Work ethics	3.78	1
	Altruism	3.74	2
	Magnanimity	3.62	3
	Civic attitudes	3.6	4
	Respectful behavior	3.55	5

As can be seen in the tables and graphs from the Friedman test, the dimensions of organizational citizenship behavior, work

ethics and behave respectfully as the most important factor as the least important factor has been identified.

Table 5. Ranking of customer satisfaction

Dimension	Component	Average	Rank
Customer Satisfaction	Basic requirements	3.84	1
	Functional requirements	3.58	2
	Motivational requirements	3.07	3

As can be seen in the table, the Friedman test, the dimensions of customer satisfaction, the basic requirements are the highest ranked motivational requirement is the lowest rating. Based on research findings relevant to the

Employees who work on problems that help clients to their customers will have less need to help others. As a result, customers have more time to devote to more important matters. This treatment will help to improve group cohesion and sense of morality among patients' increases with improved performance will result in increasing the effectiveness of the organization. Public and private organizations can gain through the line and staff personnel to assist clients to

dimensions of the variables that have a greater impact on customer satisfaction, special attention was paid to why it is necessary suggestions for improvement are proposed:

resolve issues and problems as well as help customers to learn about the process of doing this.

The duty to express the behavior of employees who require less supervision, and management, allowing administrators to delegate more responsibility to managers spend more time on the responsibilities such as planning improve. The behavior of employees in performing duties at the upper limit of expected levels of education can lead to doing things here in time, the attention of laws and regulations, and policies of the organization, waste of time and perform the tasks avoidance and observe discipline are what makes the efficiency and ultimately the effectiveness and efficiency of the organization.

Show magnanimity and tolerance and not complain about trivial things of little value to tolerate poor working conditions and increase the feeling of satisfaction of the clients. Finally, in this context, education can strengthen and improve their employees' behavior in several ways, including for contracted subjects not complain, ignore errors and clientele objections, and the staff at positions undesirable patience inclement organization discontent and complaining about having to achieve the expected goals.

Employees who attend meetings, and to promote information between employees and clients will help; it would only be affected to a greater amount of information. And the ability to adapt to changing client increases. In this regard, customers could engage in the constructive feedback regarding the new administrative procedures cited by him.

People in the organization are treated with respect and reverence client are a progressive citizenship behavior. These behaviors include efforts by individuals to

avoid problems and tensions with others in the workplace. The number of employees who are related to each their own situation rather than the client put him in the solution of problems to contribute and all their efforts to prevent problems and tensions with clients operate in the workplace, because this operation results in the satisfaction of employees and the increasing growth of the organization and the fundamental purpose of the organization that provides service to the people.

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