

# Impact of Organizational Citizenship Behaviors of employees on the Quality of Service (Case Study: branches of Pasargad Bank in Ardebil province)

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## ABSTRACT

The objectives of this study is dimension of organizational citizenship behavior (OCB) of employees of service quality in Pasargad bank and surveying of effect of job satisfaction on employee organizational citizenship behavior and offers ways to increase citizenship behavior to improve the quality of service and method of data collection is field research and from questionnaire used to collect information and for analysis of information is used descriptive and inferential statistics that are performed using SPSS software and LISREL. Results show that employee job satisfaction and manager trust is related with organizational citizenship behavior significantly and more activity of OCB have direct and positive relationship on service quality.

**KEYWORDS:** OCB, Service Quality, Job Satisfaction, Manager Trust.

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## 1. INTRODUCTION

Today, with ever increasing expansion of service industries, subject to service quality and service marketing has become an important issue in organization and many efforts of organizations in this field is evidence for it and it is dominant thinking on the management cycle more than a century. All of organizational efforts should be continued to improve and today's customer is seeking to explain that customer-oriented organizations are moving most of others towards this ideal (Rayej & et al, 2008:67). Many companies try to review their managerial patterns and to find basic solution so that they can access to competitive advantage (Gilaninia, Ramzani & et al, 2011; Omidvari & et al, 2012). One of the important features of services is direct interaction employees with customers, and decisive role of their customer oriented behaviors in dealing with customers. So for having superior service quality and ultimately customer satisfaction, employees must be committed to the goals and perspectives of company and many leading organizations have realized important of customer role in being efficient and effective of their business activities. Accordingly, customer-oriented is rising to in organization. Each day is added the number of the companies that customer satisfaction have chosen as its main performance index (Zamani, 2001:18) and on the other hand, this issue is evident in the management literature That organizations need employees who are willing to exceed the obligations and duties of their job and current research emphasizes into long-term contribution of individual to the success of the organization and recent research has focused on this topic that behavior and attitude of employees as an important component in the interaction with customers has significant impact on customer perception of service quality and the purpose of this study is explain the impact of these behaviors on related dimensions with customer perception of offered service quality (Rayej & et al,2008).

## 2. LITERATURE REVIEW

The most important factors in service organizations in order to maintain and acquire new customers are service quality. In recent years, the issue of competitive advantage in companies has been considered specially (Gilaninia & et al, 2011; Tayebi & et al, 2011). In fact offering better quality and suitable for the survival of the organization is one of the basic strategies in service organization. Employees' activities in service organizations are related to customer and these activities are critical factor in the development of effective relationships with customers. Therefore skills and attitudes and behavior of employees in this area are important because ultimately people are responsibility to provide quality services that today it is customer's expectation (Hassani & et al, 2007).

The current business environment is very different from the past and the competition has a special role (Ziakhossoosi & et al, 2011). Banking is one of the many service industries and is changing (Rahemi & Gilanini, 2012, Nazari & et al, 2012). Bank service quality is known as a vital prerequisite for maintaining and satisfaction of valuable customers. The customer is central to all marketing activities of banks the world over

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(Rahbarinia & et al, 2011). Forty percent of customers have changed their financial institutions (banks) in the United States because service quality and problems of institutions and because importance of service quality in banking as a route to competitive advantage and profitability of banks is difficult. Find a bank that is not initiated programs to improve service quality. The vital force is employees in service organization. Especially front line staffs of organization that are directly related to customer and unlike products, services are production and consumption in a time. This aspect of the services has led to a tight focus on crucial role of service personnel in the distribution of services with high quality. In fact, because the “employees related to customer” are a service provider of organizations. Directly it has impact on customer satisfaction and can play a role of marketers. In fact, they can play marketing functions. They can perform the functions very well that it is caused organization profit and be considered as an advantage for the organization or they are offering of weak function that is not profitable. One of the important issues in service organizations are how the service employees' motivation. In order to properly carry out their roles and responsibilities consequently to ensure that customers receive high quality services and thus organization will enable to retain existing customers and also attract new customers (Nejat & et al, 2009).

In services organization service quality is most important factors in order to maintain and acquire new customers. Provide adequate service quality is one of essential strategies for survival of the organization. These activities are a factor in the development of effective relationships with the customer and skills and attitudes and behavior of employees is important. A set of employee's behaviors that in providing customer service had contact with them and they interact, can have a significant impact on customer perception of service quality and this voluntary behavior that employees show in the organization, it is organization citizen behavior. That as participation person in the work environment that is out of special requirement ranges of individual role and directly and explicitly will be recognized by reward formal system and this question be raised:

Does organizational citizenship behavior have impact on the service quality Pasargad bank branches in Ardebil?

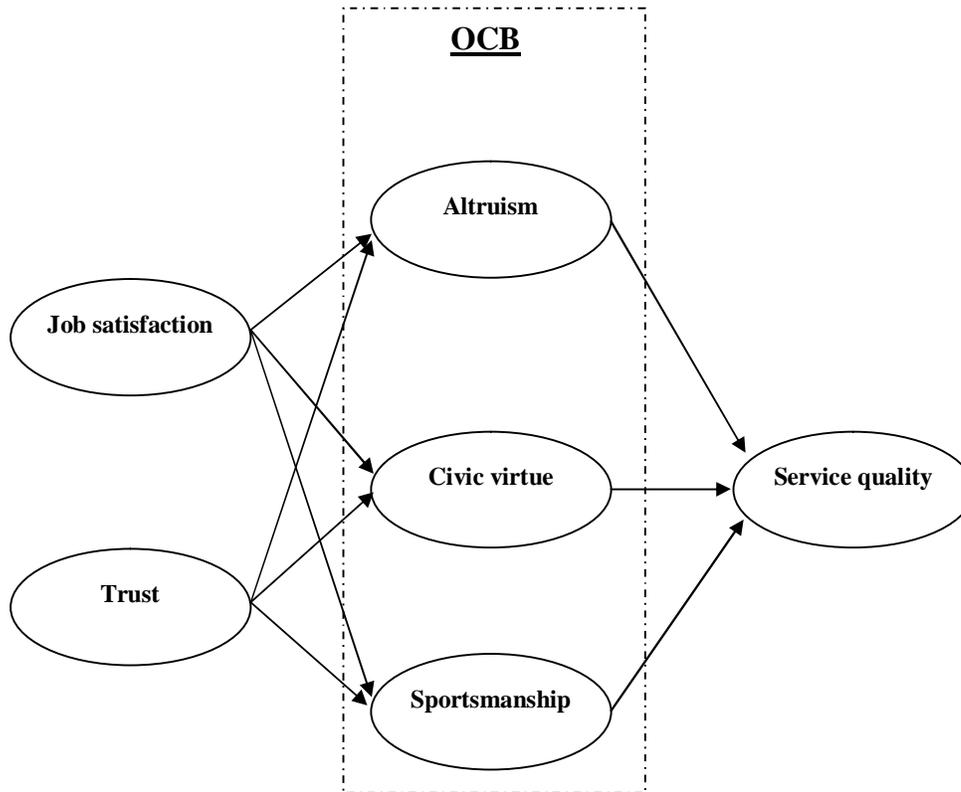


Fig1) Analytical model of research (yoon and sun, 2003)

**Job satisfaction:** the enjoyable and positive mood that begins from individual job with work experience.

**Trust:** trust is legal relations and aspects of behavior that among staff and management creates a positive relationship among them.

**Altruism:** Helping behavior by an individual that can be done to help employees and associated with special organizational issues and the duties.

**Civic virtue:** Polite behavior that prevent from creation of the problem in the workplace. For example, a person tries to avoid creating problems for colleagues.

**Sportsmanship:** Fair behavior at work that prevented a lot of complained. It means that emphasis on the positive aspects rather than negative aspects of its organization (Eslami & Sayar, 2007).

**Service quality:** Service quality is overall judgments of customer about superior nature of service compared to similar services with prominent advantages (Nematian, 2003:143). Othman & Owen in 2000 said: service quality is as the degree of difference between perceptions and expectations of customer from service (Othman & Owen, 2000, p.z).

Based on figure (1) and expressed contents, research hypotheses are presented as follows:

1. Job satisfaction is impact on Altruism.
2. Job satisfaction is impact on Civic virtue.
3. Job satisfaction is impact on Sportsmanship.
4. Trust is impact on Altruism.
5. Trust is impact on Civic virtue.
6. Trust is impact on Sportsmanship.
7. Altruism is impact on Service quality.
8. Civic virtue is impact on Service quality.
9. Sportsmanship is impact on Service quality.

### 3. RESEARCH METHOD

This study in term of objective is applied and terms of data collection "descriptive-survey". In present study examined the statistical community is a branch of Bank Pasargad in Ardebil. Number of branches is five branches in province and the statistical sample also includes managers and customers in Pasargad Bank that chosen two branches of the bank as sample and a questionnaire is distributed as pilot in this branches and primary data was collected. Collecting data were carried by using questionnaires as follows: Bank branches are the first group is employees of bank branches that their organizational citizenship behavior is measured by using questionnaires "Podsakoff" (1990) in five dimensions: Altruism, courtesy, sportsmanship, work ethic and civic virtue. The second group of bank customers of their perception of services quality provided by banks is measured by using indicators of Parasuraman Servqual model. Also in this questionnaire, measures of each of the two spectra are as follows:

1 - Evaluation of favorable situation in Bank.

2 - Evaluation of present situation in bank.

Parametric methods to test hypotheses of the study are Pearson correlation test and compare R.

### 4. DATA ANALYSIS

Table1) result of hypotheses regression test

| Variables                          | (R)   | (R <sup>2</sup> ) | (ΔR <sup>2</sup> ) | The standard error of estimate |
|------------------------------------|-------|-------------------|--------------------|--------------------------------|
| Altruism and Job satisfaction      | 0/405 | 0/204             | 0/166              | 3/32585                        |
| Civic virtue and Job satisfaction  | 0/611 | 0/373             | 0/343              | 2/95228                        |
| Sportsmanship and Job satisfaction | 0/261 | 0/068             | 0/024              | 3/59844                        |
| Trust and Altruism                 | 0/216 | 0/047             | 0/001              | 2/47191                        |
| Trust and Civic virtue             | 0/058 | 0/003             | -0/04              | 2/52758                        |
| Trust and Sportsmanship            | 0/170 | 0/029             | -0/017             | 2/49508                        |
| Service quality and Altruism       | 0/268 | 0/072             | 0/028              | 13/24307                       |
| Service quality and Civic virtue   | 0/168 | 0/028             | -0/018             | 13/54909                       |
| Service quality and Sportsmanship  | 0/029 | 0/001             | -0/047             | 13/73965                       |

Table 2) Summary of Regression Variance Analysis

| Model              |            | (SS)     | (df) | (Ms)    | Observed F | P     |
|--------------------|------------|----------|------|---------|------------|-------|
| First hypothesis   | Regression | 59/540   | 1    | 59/540  | 5/383      | 0/03  |
|                    | Remaining  | 232/286  | 21   | 11/061  |            |       |
|                    | Total      | 291/826  | 22   |         |            |       |
| Second hypothesis  | Regression | 108/791  | 1    | 108/791 | 10/754     | 0/002 |
|                    | Remaining  | 183/035  | 38   | 8/716   |            |       |
|                    | Total      | 291/826  | 39   |         |            |       |
| Third hypothesis   | Regression | 19/901   | 1    | 19/901  | 1/537      | 0/229 |
|                    | Remaining  | 271/925  | 21   | 12/949  |            |       |
|                    | Total      | 291/826  | 22   |         |            |       |
| Forth hypothesis   | Regression | 6/292    | 1    | 6/292   | 1/030      | 0/322 |
|                    | Remaining  | 128/317  | 21   | 6/110   |            |       |
|                    | Total      | 134/609  | 22   |         |            |       |
| Fifth hypothesis   | Regression | 0/448    | 1    | 0/448   | 0/070      | 0/794 |
|                    | Remaining  | 134/162  | 21   | 6/389   |            |       |
|                    | Total      | 134/609  | 22   |         |            |       |
| sixth hypothesis   | Regression | 3/875    | 1    | 3/875   | 7/895      | 0/439 |
|                    | Remaining  | 130/734  | 21   | 6/225   |            |       |
|                    | Total      | 134/609  | 22   |         |            |       |
| seventh hypothesis | Regression | 284/782  | 1    | 284/782 | 1/224      | 0/216 |
|                    | Remaining  | 3682/958 | 21   | 175/379 |            |       |
|                    | Total      | 3967/739 | 22   |         |            |       |
| Eighth hypothesis  | Regression | 112/603  | 1    | 112/603 | 0/613      | 0/442 |
|                    | Remaining  | 3855/136 | 21   | 183/578 |            |       |
|                    | Total      | 3967/739 | 22   |         |            |       |
| Ninth hypothesis   | Regression | 3/402    | 1    | 3/402   | 0/018      | 0/894 |
|                    | Remaining  | 3964/337 | 21   | 188/778 |            |       |
|                    | Total      | 3967/739 | 22   |         |            |       |

**First hypothesis:** According to Table 1 R-value that represents amount of linear relationship between job satisfaction criteria and altruism is equal to 0/40 and coefficient of determination  $R^2=0/204$  and  $\Delta R^2=0/166$ . It means that this hypothesis explain about 0/16% the variance of altruism. In Table 2 show that amount of regression is significant ( $F=5/383$ ;  $p<0/05$ ) and this means that satisfaction can be predicted significantly altruism.

**Second hypothesis:** According to Table 1 R-value that represents amount of linear relationship between job satisfaction criteria and civic virtue is equal to 0/61 and coefficient of determination  $R^2=0/373$  and  $\Delta R^2=0/343$ . It means that this hypothesis explain about 0/34% the variance of civic virtue. In Table 2 show that amount of regression is significant ( $F=10/754$ ;  $p<0/01$ ) and this means that satisfaction can be predicted significantly civic virtue.

**Third hypothesis:** According to Table 1 R-value that represents amount of linear relationship between job satisfaction criteria and Sportsmanship is equal to 0/467 and Coefficient of determination  $R^2=0/068$  and  $\Delta R^2=0/024$ . It means that this hypothesis explain about 2/4% the variance of Sportsmanship that represents very weak relationship between these two. In Table 2 show that amount of regression isn't significant ( $F=1/537$ ;  $p>0/05$ ) and this means that satisfaction can be predicted significantly Sportsmanship.

**Fourth hypothesis:** According to Table 1 R-value that represents amount of linear relationship between trust criteria and altruism is equal to 0/216 and coefficient of determination  $R^2=0/047$  and  $\Delta R^2=0/001$ . It means that this hypothesis explain about 0/001 the variance of job satisfaction that represents a rejection of the hypothesis and it is incorrect. In Table 2 show that amount of regression isn't significant ( $F=1/030$ ;  $p>0/05$ ) and this means that trust don't predicted significantly altruism and fourth hypothesis is rejected.

**Fifth hypothesis:** According to Table 1 R-value that represents amount of linear relationship between trust criteria and civic virtue is equal to 0/058 and coefficient of determination  $R^2=0/003$  and  $\Delta R^2=0/044$ . These hypotheses do not explain the variance of job satisfaction that represents a rejection of the hypothesis and it is incorrect. In Table 2 show that amount of regression isn't significant ( $F=0/07$ ;  $p>0/05$ ) and this means that trust don't predicted significantly civic virtue and fifth hypothesis is rejected.

**Sixth hypothesis:** According to Table 1 R-value that represents amount of linear relationship between trust criteria and job satisfaction is equal to 0/170 and Coefficient of determination  $R^2=0/029$  and  $\Delta R^2=0/017$ . These hypotheses do not explain the variance of job satisfaction that represents a rejection of the hypothesis and it is incorrect.

In Table 2 show that amount of regression isn't significant ( $F=7/895$ ;  $p>0/05$ ) and this means that trust don't predicted significantly sportsmanship and sixth hypothesis is rejected.

**Seventh hypothesis:** According to Table 1 R-value that represents amount of linear relationship between altruism criteria and job satisfaction is equal to 0/268 and coefficient of determination  $R^2=0/072$  and  $\Delta R^2=0/028$ . This hypothesis explains the variance of job satisfaction very weak that represents seventh hypothesis is incorrect.

In Table 2 show that amount of regression isn't significant ( $F=1/224$ ;  $p>0/001$ ) and this means that altruism don't predicted significantly service quality and seventh hypothesis is rejected.

**Eighth hypothesis:** According to Table 1 R-value that represents amount of linear relationship between service quality and civic virtue is equal to 0/707 and coefficient of determination  $R^2=0/499$  and  $\Delta R^2=0/018$ . This hypothesis doesn't explain the variance of job satisfaction.

In Table 2 show that amount of regression isn't significant ( $F=0/613$ ;  $p>0/05$ ) and this means that Civic virtue don't predicted significantly service quality and eighth hypothesis is rejected.

**Ninth hypothesis:** According to Table 1 R-value that represents amount of linear relationship between sportsmanship and service quality is equal to 0/029 and coefficient of determination  $R^2=0/001$  and  $\Delta R^2=0/047$ . This hypothesis doesn't explain the variance of job satisfaction that represents ninth hypothesis is incorrect.

In Table 2 show that amount of regression isn't significant ( $F=0/018$ ;  $p>0/001$ ) and this means that Sportsmanship don't predicted significantly job satisfaction and ninth hypothesis is rejected.

**Table 3) Multivariate regression to test relations between the independent variables on service quality**

| Model |               | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|---------------|-----------------------------|------------|---------------------------|--------|------|
|       |               | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)    | 72.356                      | 48.631     |                           | 1.488  | .153 |
|       | altruism      | -1.581                      | 1.503      | -.240                     | -1.052 | .306 |
|       | Civic virtue  | .858                        | 1.870      | .105                      | .459   | .652 |
|       | Sportsmanship | .122                        | 1.519      | .018                      | .080   | .937 |

a. Dependent Variable: service quality1

Given the amount of B and sig shown in the table above, there isn't relationship between altruism, Civic virtue, Sportsmanship and service quality.

**Table 4) Coefficients<sup>a</sup>**

| Model |                  | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                  | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)       | -2.360                      | 9.980      |                           | -.236 | .816 |
|       | Trust            | -.136                       | .167       | -.173                     | -.816 | .424 |
|       | job satisfaction | .141                        | .113       | .264                      | 1.241 | .229 |

a. Dependent Variable: Sportsmanship

Given the amount of B and sig shown in the table above, there isn't relationship between sportsmanship and Trust and job satisfaction.

**Table 5) T-test analysis to compare desired service quality and available service quality**

|                           | Number | Mean    | Standard deviation |
|---------------------------|--------|---------|--------------------|
| Desired service quality   | 23     | 82.1739 | 16.98837           |
| Available service Quality | 23     | 62.4783 | 13.42951           |

|                           | t      | df | P    | Test Value = 0 |                         |         |
|---------------------------|--------|----|------|----------------|-------------------------|---------|
|                           |        |    |      | Mean deviation | 95% Confidence interval |         |
|                           |        |    |      |                | Min                     | Max     |
| Desired service quality   | 23.198 | 22 | .000 | 82.17391       | 74.8276                 | 89.5202 |
| Available service Quality | 22.312 | 22 | .000 | 62.47826       | 56.6709                 | 68.2856 |

According to above table, there is significant relationship between desired service quality and available service quality in 0/01 level.

## 5. Conclusions and Recommendations

As regards 9 hypotheses and according to data integration, research recommendations with regard to the existence of the relationship between dimensions of organizational citizenship behavior and customer perception from service quality are presented as follows:

- 1) Based on the first hypotheses test result, the job satisfaction has a positive impact on altruism. It is recommended that assistance to colleagues and, especially the freshman staff that don't have experience working in organizations do with more the desire and willingness. So this problem is also promote in the organization among other employees and formed a sense of kindness and altruism among organization employees.
- 2) Based on the second hypotheses test result: Job satisfaction has a positive impact on the civic virtue and thus it is recommended that before performing any work by consulting responsible and their superior will try to coordinate anything with the procedures and rules and regulations of bank with respect to it.
- 3) Based on test result of the third hypotheses: Job satisfaction has a positive impact on sportsmanship. Thus It is recommended that employees do not pay enlarge problems and always emphasize on positive aspects of their work and their work develop with seriousness and high morale and more persistence and be patience.
- 4) Based on test result of the fourth hypotheses: trust has a positive impact on altruism, thus it is recommended that by providing appropriate services and better respond to customers at any time and opportunity and trust and be confident towards its customer and organization and providing accurate and appropriate information to customers from all changes in their account balance create a positive trust and is caused strengthen of the friendly relationship and altruism.
- 5) Based on test result of the fifth hypotheses: Trust has a positive impact on civic virtue thus it is recommended that if in organization can prevent problems and all things do by consultation with professional people and be done according to the rules and regulations thus it create a kind of trust and civic virtue that manpower has in an organization and is so valuable for the organization.
- 6) Based on test result of the sixth hypotheses: Trust has a positive impact on sportsmanship thus it is recommended that focusing on positive aspects of work and being able employees to solve problems of customers and to provide appropriate ways to them and accept responsibility and mistakes and to correct them quickly and at the right time trying to advance the goals of the organization.
- 7) Based on test result of the seventh hypotheses: Altruism has a positive impact on service quality thus It is recommended that as regards customer perception of quality is different in private banks, employees by creating intimacy, empathy and compassion, to directly or indirectly help to employees who have problems in work do work of absentee employees and help to busy employee and try to help new employees until they succeed in their jobs and adapt to it.
- 8) Based on test result of the eighth hypotheses: civic virtue has a positive impact on service quality thus It is recommended that with their colleagues who may be affected by decisions and their actions should be consulted and prevent problems with other partners and do not damage other individual rights that are associated with them.
- 9) Based on test result of the eighth hypotheses: sportsmanship has a positive impact on service quality thus it is recommended that employees do not pay to exaggerate the problem, and be tolerant in the face adverse and unfavorable circumstances, and always consider positive aspects and it must be emphasized.

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