

Ranking Factors Affecting Organizational Citizenship Behavior (OCB) of the Kashan University Personnel Using TOPSIS Method

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ABSTRACT

This research aims at ranking the factors affecting organizational Citizenship Behavior of Kashan University Personnel using TOPSIS method. This research was conducted using a descriptive method and a survey approach. The population researched comprised of all university personnel (N=329) from which 120 were chosen as a sample. The sampling method was simple random sampling and the data gathering tool was a standardized questionnaire. In order to assess the reliability of the questionnaire, 30 questionnaires were given to the target population and the resulting data was calculated by Cronbach's alpha method. The reliability coefficient of this research was calculated as 0.845. The descriptive and deductive statistics methods were used to analyze the data and the Friedman Test and the TOPSIS method were used to evaluate them. The findings showed significant difference between each one of courtesy, altruism, civic virtue, conscientiousness and sportsmanship factors and null (zero) value. According to TOPSIS method, altruism, conscientiousness, sportsmanship, courtesy and civic virtue, respectively, are the factors most affecting OCB.

KEYWORDS: Organizational Citizenship Behavior (OCB), TOPSIS method

1. INTRODUCTION

Nowadays, one of the basic and important topics of study in industrial and organizational psychology and related fields is how to stir the personnel to put more effort into their works. There are several approaches to this type of study. One of them is Organizational Citizenship Behavior(OCB)which has attracted especial attention. This concept was first suggested by Bateman and Organ (Bateman et al, 1983), but it rooted in the works of Bernard on cooperation inclination and in the studies of Katz and Kahnnon the functions of self- motivated behaviors and extra roles which go beyond duty, job requirements and work etiquette[1]. This type of behaviors which is observed in the personnel of an organization is called by different names but is generally called Organizational Citizenship Behavior (OCB). OCBs are not determined by organization, but increase its efficiency and are beneficial to it in spite of their informality.

Organ's description of OCB enjoys the greatest acceptance. He believes that citizenship behavior is "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization"[2]. He believes that there are five dimensions to OCB: altruism (discretionary efforts to help a specific work colleague with an organizational related task or problem), conscientiousness (refers to the discretionary behaviors which go well beyond duty, job requirements and work etiquette), civic virtue (positive involvement in the concerns of the organization and adherence to its procedures), sportsmanship (tolerating bad and less-than-ideal organizational circumstances without protesting, complaining or dissatisfaction) and courtesy (discretionary behaviors based on efforts to prevent work-related problems).

OCB has attracted much attention from the scholars in the field of organizational behavior in the last two decades. As the aim of these behaviors is to help the individuals or organizations and as they are not included in job requirements and possibly are not considered in the rewards and punishments, they are also referred to as altruistic behaviors [3]. Additionally, this concept is also defined as consisting acts like helping others in the workplace, working more than what is required, working in holydays, tolerating harshness and hardships of work circumstances and active involvement in the organizational activities[4]. So, the study of this type of individual's organizational behavior which is known as OCB is very essential. This study attempts to survey this behavior by rankingits dimensions according to the degree of their effect on it.

Most of the managers in the modern world look for personnel who work more than their job descriptions. They look for the personnel who go beyond expectations and discretionally do things which are not among their

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formal duties [5]. On the total, that part of organizational behavior which greatly affects functional efficiency of organization has attracted a great deal of attention from scholars and managers. In the past, most scholars focused on personnel in- roles to study the relationship between organizational behavior and organizational efficiency. In fact, OCB consists of personnel's discretionary behaviors which though are not included in formal job description or in formal reward system, contribute positively to overall organizational efficiency.

OCB was first described in 1987 by Kahn and Katz as extra- role behavior. But the chief studies on it started when Organ and Bateman made it known as Organizational Citizenship Behavior. Since then a lot of studies are conducted on OCB and its effects on organizational functioning among which we can name the studies of Katz, Organ, Babato and Jacks which have been used as the source of other studies. The concept of OCB was first used by Smit et al. [6]. The development of this concept is due to the works of Barnard on cooperation inclination in 1937 and the studies of Katz on functioning and self-motivated and creative behaviors in 1966, 1964 and 1978 [7].

Scholars have distinguished between in-role and extra-role functioning since about one and half decade ago. Extra-role functioning refers to discretionary organizational behaviors which go beyond formal roles of personnel and are not considered in formal reward system of organization. The concept of OCB has been the topic of many studies in the past 20 years and its importance has been on the increase.

These studies are mainly divided to three categories: The first group has focused on the experimental test and prediction of the factors creating OCB. They have suggested job satisfaction, organizational commitment, organizational identity, organizational justice, trust etc. as creators of OCB. The second group has focused on the consequences of OCB and has referred to factors such as organizational functioning, organizational efficiency, organizational success, customer satisfaction, customer loyalty, social capital etc. The third group consists of the few studies which have conclusively focused on the concept of OCB. They have tried to define it, determine its dimensions and produce standard tools for its assessment using factor analysis.

The present study is of the last category and exclusively focuses on OCB. Its goal is to express new dimensions for OCB by contracting Graham and Podsakoff models and to suggest a new model by factor analysis technique. Podsakoff and Mackenzie express different reasons for OCB's effect on the organization's efficiency [8]. Considering the importance of OCB in promoting organization functioning, various studies have tried to understand why these behaviors appear, but they have mainly focused on the personal characteristics. For example, Podsakoff et al has classified these causes in two groups of attitudes and characteristics. Attitudes which have been found to have significant correlation with OCB are job satisfaction, organizational commitment, perceiving fairness and justice, perceiving supervisor or organization support and internal and external job attitudes. Factors like feelings, compatibility and conscience are in the characteristics class.

Considering that high level of OCB in an organization produces an attractive and optimal organization environment for work and activity, the organizations with high levels of OCB function better because they succeed in employing more efficient work power and manage to reduce the rate of absenteeism. Since 2000 research on OCB has gone beyond the field of organizational behavior and has spread to the areas such as human resources management, marketing, management, health and hospitals, communication psychology, industrial rules and work power, strategic management, international management, economy and leadership [9].

In this study the relation between OCB and factors which affect it is considered and the factors are ranked to help high education institutions working in the field of instruction, research and technology improve the quality of their services and better satisfy people and finally upgrade the efficiency of their organizations. These institutions have direct or indirect contact with the majority of the citizens and a significant part of the community, especially the young generation, are their clients.

The present study is an attempt to consider and analyze and finally answer this question that which factors affect OCB of the Kashan University personnel. Nowadays, the personnel are considered as one the important sources of an organization and their behaviors are considered very essential for it. Good personnel are assumed those who help and cooperate with their colleagues, express their views and beliefs honestly and good intentionally and participate in the activities of the organization. In other words, good personnel do things which are not obligatory, but are very beneficial to their colleagues and finally to their organization [10].

This type of behavior is called OCB in the new literature of management. And, in fact, the organizational good citizenship is a thought and idea consisting of various personnel behaviors such as acceptance of extra responsibilities and duties and following organizational rules and procedures which improves the efficient functioning of the organization [11]. Organ [2] believes that OCB is a conscious and self-motivated behavior which is not reinforced in a direct or explicit manner in organization's formal system of reward, but what improves its efficiency nevertheless. This means that it is mainly based on personal discretion; it is not mentioned in job description and its absence brings about no punishment [12]. There is a lot of literature concerning various conceptualizations of OCB which has made this term very confusing [13]. In spite of increasing attention to OCB,

there is no agreement about its dimensions among the experts. Scholars have suggested different factors, among which those suggested by Organ are the most practical. He enumerates five factors: sportsmanship, altruism, civic virtue, conscientiousness and courtesy [10].

OCB is one of the important sociological dimensions of educational organizations including universities. Personnel can play an important role in promoting and improving the quality of their universities. They can effectively help the quality of the university by their altruistic and sportsmanlike behaviors along with courtesy, kindness and complaisance. In other words, OCB is one of the indices which improves personnel functioning of and leads organization towards its goals [14]. The high level of OCB in an organization turns the environment of workplace into an attractive and optimal one for work and activity and the organization which has a higher level of OCB functions better by employing more efficient personnel and reducing absenteeism[9].

So, in this study the relation between OCB and the factors which affect it is considered and the factors are ranked so that the high education institutions which work in the field of instruction, research and technology could be helped to empower and train their personnel and thus to improve the quality of their services, increase the satisfaction of people and finally improve the efficiency of their organizations because these they are in direct or indirect contact with the majority of citizens and a significant part of the community, especially the young generation are considered their clients. This study is an attempt to analyze and survey and finally to answer this question: in OCB ranking, which factors affect the behavior of Kashan University personnel more greatly?

1.1. Definitions

OCB is an act which is not required of the individual but supports and benefits the organization [15]. OCB consists of various types of informal and voluntary helps which the employee does or does not provide without considering the formal rewards or punishments and as a result of his free choice as an individual [16].

Conscientiousness: personnel's voluntary activities to do their duties concerning presence at work, following rules and etc which are beyond the requirements of job descriptions [17].

Civic virtue: is a type of organizational behavior which indicates the degree of individual's responsible participation in the political life of organization [17].

Altruism: useful and profitable behaviors such as creating sincerity, sympathy and compassion among workmates which directly or indirectly help to solve the job-related problems of personnel in an organization. Altruism consists of voluntary behaviors which are aimed to assist other workmates in their duties or organizational problems [17]. Helpful and totally voluntary behavior which is aimed to assist workmates is considered altruistic. In other words, altruism is useful and profitable behaviors such as creating sincerity, sympathy and compassion among workmates which directly or indirectly assists workmates with their work problems [18].

Sportsmanship is the patience of personnel with work difficulties and problems without formal or oral complain or objection [19]. By sportsmanship personnel reduce complains, rumbles, reproaches and cavils in organization and spend most of their time in organizational activities and strivings[20].

Courtesy: consists of voluntary strategies which are used by personnel to avoid conflicts with other workmates [21].

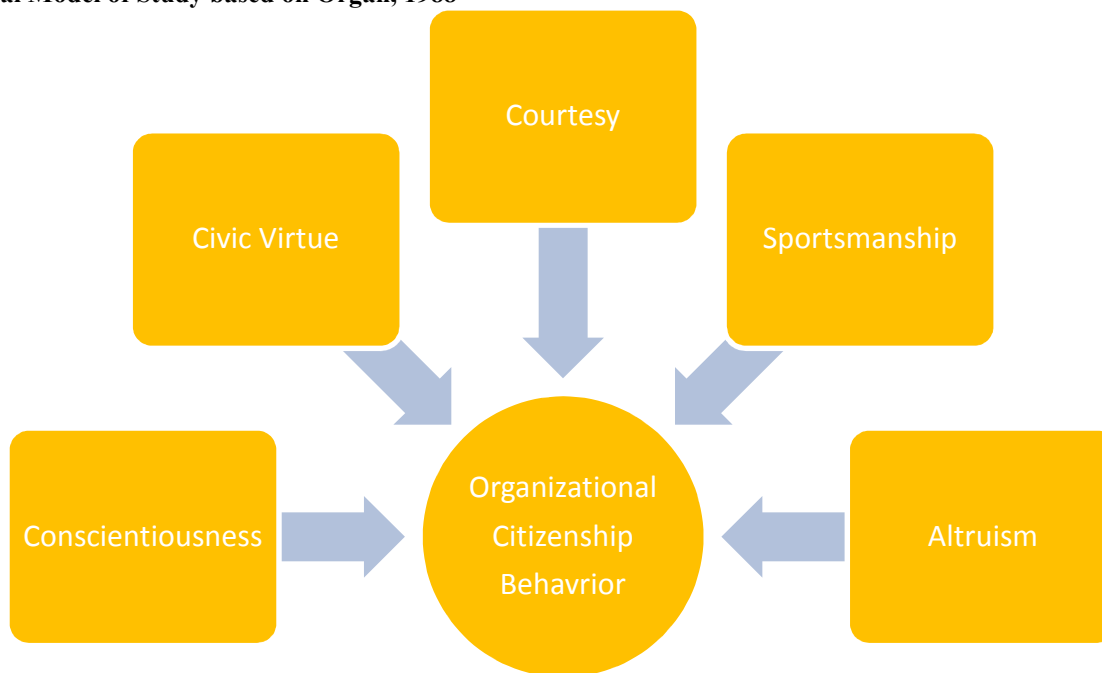
This dimension consists of individuals' behaviors towards other workmates, supervisors and clients. Those who behave respectfully toward others have developed advanced citizenship behaviors[22].

2. Methodology and Data Gathering Technique

This study is of descriptive survey type. To survey theoretic principles library data gathering technique is used. Data was gathered from the related books, magazines, web, theses, organizations' archives... For field research a questionnaire was prepared as a tool to measure each one of the variables of the study model. To gather data about the topic and target of the study, questionnaire tool was used. Based on the research goals and considering full and partial models, the researcher has asked questions and the subjects have provided the data of the study by answering them through choosing proper options. This has provided the researcher with an insight to the beliefs, attitudes and experiences of the sample group in relation to the topic of the research.

In this study the standardized questionnaire of Organizational citizenship Behavior of Moghimi[23, 24] was used which consists of 26 questions. The Alpha coefficient of the questionnaire is about 0.845 which indicates its high reliability. The statistical population refers to the total group of individuals, events or things which is studied by the researcher. In this study the whole personnel of Kashan University is the statistical population which according to the published statistics of Kashan University in 2014 includes 460 employees.

Conceptual Model of Study based on Organ, 1988



3.RESULTS

3.1.TheFirst Question of the Study

What factors affect OCB of Kashan University personnel?

Considering the abnormality of the distribution of courtesy and sportsmanship (resulted from Kolmogorov - Smirnov Test), nonparametric binomial test was used to evaluate these hypotheses and to determine whether the average of the target variable is more than null value (zero) or not.

Considering the normality of the distribution of altruism and civic virtue and conscientiousness (resulted from Kolmogorov and Smirnov Test) T-student one-sample test was used to assess whether the average of the target variable is more than null value or not.

Table 1. Descriptive analysis of the views of experts regarding the variables

	Variable	Number of subjects	Average	Standard Deviance
	Courtesy	120	.3713	.70561
	Altruism	120	.8575	.62152
	Civic Virtue	120	.5060	.49627
	Conscientiousness	120	.8838	.50892
	Sportsmanship	118	.4915	.80592

Table 2. The Results of the Binomial Test on Courtesy Variable

Desirability of the variable	Exact Sig. (2-tailed)	Test Ratio	Observed Rate	Number	Ranks	
Desirable (more than null value)	.000	.50	.33	39	≤ 0	Group 1
			.68	81	> 0	Group 2
			1.00	120		total
Desirable (more than null value)	.004	.50	.36	43	≤ 0	Group 1

Table3. The Results of T-Student Test of sub-variables

Desirability of the variable	95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	df	T	variable
	Upper	Lower					
desirable (more than null value)	.9698	.7452	.85750	.000	119	15.114	Altruism
desirable (more than null value)	.5957	.4163	.50602	.000	119	11.170	Civic Virtue
desirable (more than null value)	.9757	.7918	.88375	.000	119	19.023	Conscientiousness

3.2.TheSecond Question of the Study

How the factors affecting OCB of Kashan University personnel are ranked?

In this section, in fact, the ranking of the five main factors of OCB (courtesy, altruism, civic virtue, conscientiousness and sportsmanship) is surveyed. TOPSIS method is used to this purpose.

3.2.1.Ranking of OCB factors using TOPSIS method

To rank OCB by TOPSIS method, options and indices should be determined at first. Options are the five factors of OCB. The indices of ranking are the opinions of the subjects of the research (120 persons). The direction of all indices is positive, that means the greater number indicates more desirability. The weight of all indices is the same and equal to 1. The matrix of primary data which is called D matrix is provided in Table 8. This matrix is resulted from the average of the opinions of 120 subjects to each one of the five OCB factors (as all of 120 columns could not be shown here, some columns are omitted).

Table 4. Matrix D

index options	1 person	2 persons	3 persons	4 persons	5 persons	6 persons	7 persons	116 persons	117 persons	118 persons	119 persons	120 persons
courtesy	-0.2	-1.2	1	-0.4	1.4	1	-1	-0.6	0.6	-0.2	-0.4	0.4
altruism	0.8	1.6	0.4	0.8	0.8	0.8	0.6	0.6	0.4	0.8	0.4	0
Civic virtue	0.44	1	0.67	0.44	1.22	1.11	0.33	-0.44	0	0.33	1	0.56
Conscientiousness	0.6	1	0.8	0.6	1.6	1.2	0.6	-0.6	0.4	-0.2	0.6	0.6
sportsmanship	-1	1.5	0.5	-1	2	0.5	0	0	1	0	1.5	1

The details of the technique are explained in the following.

Step1:Calculating ND Matrix

In this step ND Matrix is calculated by normalizing D Matrix using Euclidean form.

Table 5.ND Matrix

index options	1 person	2 persons	3 persons	4 persons	5 persons	6 persons	7 persons	116 persons	117 persons	118 persons	119 persons	120 persons
courtesy	0.03	0.50	0.63	0.10	0.60	0.47	0.74	0.32	0.28	0.04	0.08	0.12
altruism	0.43	0.89	0.10	0.42	0.20	0.30	0.27	0.32	0.12	0.70	0.08	0.00
Civic virtue	0.13	0.35	0.28	0.13	0.46	0.58	0.08	0.17	0.00	0.12	0.50	0.23
conscience	0.24	0.35	0.40	0.23	0.78	0.67	0.27	0.32	0.12	0.04	0.18	0.27
sportsmanship	0.67	0.78	0.16	0.65	1.23	0.12	0.00	0.00	0.77	0.00	1.13	0.74

Step2: Calculating Weighted Normalization MatrixV

Value- Scale Matrix V is calculated by multiplying ND Matrix in the value of indices. This matrix is indicated in Table 6. In the first row the type of index (being positive or negative), and in the second row the weights of indices

are given. In this study all of the indices are of the same direction and positive; that is the greater number is more desirable. The weights of all indices (which are the subjects) are the same and equal to 1.

Table 6. Matrix V along with the positive ideal solution A_i^+ and negative ideal solution A_i^-

Index Direction	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Index weight	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	1 person	2 persons	3 persons	4 persons	5 persons	6 persons	7 persons	116 persons	117 persons	118 persons	119 persons	120 persons		
courtesy	0.03	0.50	0.63	0.10	0.60	0.47	0.74	0.32	0.28	0.04	0.08	0.12		
altruism	0.43	0.89	0.10	0.42	0.20	0.30	0.27	0.32	0.12	0.70	0.08	0.00		
Civic virtue	0.13	0.35	0.28	0.13	0.46	0.58	0.08	0.17	0.00	0.12	0.50	0.23		
Conscientiousness	0.24	0.35	0.40	0.23	0.78	0.67	0.27	0.32	0.12	0.04	0.18	0.27		
sportsmanship	0.67	0.78	0.16	0.65	1.23	0.12	0.00	0.00	0.77	0.00	1.13	0.74		
A^+	0.6691	0.8913	0.6326	0.6518	1.2258	0.6742	0.7394	0.3190	0.7715	0.7030	1.1350	0.7385		
A^-	0.027	0.3482	0.1012	0.1043	0.1961	0.1170	0.0000	0.0000	0.0000	0.0000	0.0807	0.0000		

Step 3: Calculating positive ideal solution A_i^+ and negative ideal solution A_i^-

In the last two rows of the Table 6 positive ideal solution A_i^+ and negative ideal solution A_i^- are calculated. Thus, the greater number in each column is considered as the positive ideal solution A_i^+ and the smallest number, as the negative ideal solution A_i^- .

Step4: Calculating the Euclidean distance of options through negative and positive ideal solutions

At this stage the value of distance is calculated in Table7 according to Euclidean form for positive ideal solution (d^+) and calculated in Table11 for the negative ideal solution (d^-).

Table7. Calculating Euclidean distance of options through positive ideal solution

A^+	0.6691	0.8913	0.6326	0.6518	1.2258	0.6742	0.7394	0.3190	0.7715	0.7030	1.1350	0.7385	
	1 person	2 persons	3 persons	4 persons	5 persons	6 persons	7 persons	116 persons	117 persons	118 persons	119 persons	120 persons	d^+
courtesy	0.41	0.15	0.00	0.30	0.39	0.04	0.00	0.00	0.24	0.43	1.11	0.38	6.80
altruism	0.06	0.00	0.28	0.06	1.06	0.14	0.22	0.00	0.42	0.00	1.11	0.55	4.83
Civic virtue	0.29	0.29	0.12	0.28	0.59	0.01	0.43	0.02	0.60	0.34	0.40	0.26	7.14
conscience	0.18	0.29	0.05	0.17	0.19	0.00	0.22	0.00	0.42	0.43	0.91	0.22	5.09
sportsmanship	0.00	0.01	0.23	0.00	0.00	0.31	0.55	0.10	0.00	0.49	0.00	0.00	6.20

Table8. Calculating Euclidean distance of options through negative ideal solution

A ⁻	0.027	0.3482	0.1012	0.1043	0.1961	0.1170	0.0000	0.0000	0.0000	0.0000	0.0807	0.0000	
	1	2	3	4	5	6	7	116	117	118	119	120		d ⁻
	person	persons	persons	persons	persons	persons	persons				persons	persons	persons	persons	persons		
courtesy	0.00	0.02	0.28	0.00	0.16	0.12	0.55	0.10	0.08	0.00	0.00	0.01	3.83
altruism	0.16	0.29	0.00	0.10	0.00	0.03	0.07	0.10	0.02	0.49	0.00	0.00	6.10
Civic virtue	0.01	0.00	0.03	0.00	0.07	0.21	0.01	0.03	0.00	0.01	0.18	0.05	2.57
conscience	0.05	0.00	0.09	0.02	0.35	0.31	0.07	0.10	0.02	0.00	0.01	0.07	5.60
sportsmanship	0.41	0.19	0.00	0.30	1.06	0.00	0.00	0.00	0.60	0.00	1.11	0.55	5.20

Steps 5 and 6: Calculating relative closeness index C_i and options ranking

Finally the relative closeness of each option to the ideal solution is calculated as follows:

$$C_i = \frac{d_i^-}{(d_i^- + d_i^+)} ; (i=1,2, \dots, n)$$

In Table 8 C_i index is calculated for every option. The importance of present options can be ranked according to their descending order of C_i . The ranks of options are indicated in the last column of the table. Based on closeness index and the resulted ranks in Table 13, the options are ranked in an ascending order in Table 10. As it can be

observed in the Table 10, altruism and conscientiousness are in the first and second ranks. Sportsmanship, courtesy and civic virtue are in the next ranks.

Table 9. The outcome of TOPSIS method applied to the OCB factors

Variables	d ⁺	d ⁻	C _i	Rank
courtesy	6.801	3.828	0.360	4
altruism	4.830	6.096	0.558	1
Civic virtue	7.137	2.573	0.265	5
Conscientiousness	5.088	5.596	0.524	2
sportsmanship	6.196	5.196	0.456	3

Table 10. Ranking of OCB factors resulted from applying TOPSIS method

Variables	d ⁺	d ⁻	C _i	Rank
altruism	4.830	6.096	0.558	1
conscience	5.088	5.596	0.524	2
sportsmanship	6.196	5.196	0.456	3
courtesy	6.801	3.828	0.360	4
Civic virtue	7.137	2.573	0.265	5

3.2.2. Ranking indicators of OCB through TOPSIS method

For ranking the indicators of OCB through TOPSIS method we do the same things as before, but here the options are the indicators or the questions of the OCB Questionnaire. The indices of ranking are the opinions of the subjects of the research (120 persons). The direction of all indices is positive, that is the greater number is more desirable. The weights of indices are the same and equal to 1. To avoid unnecessary details the outcome is directly included in the Table 11. As it can be observed in Table 11 items 13, 8 and 9 are on the top of priorities and items 25, 24 and 10 are in the next level of priorities.

Table11. The outcome of applying TOPSIS method on OCB indicators

Rank	C _i	d ⁻	d ⁺	Variables
5	0.419	3.615	5.008	Q1
13	0.374	3.222	5.388	Q2
12	0.376	3.247	5.393	Q3
8	0.408	3.553	5.154	Q4
11	0.393	3.395	5.234	Q5
17	0.363	3.109	5.466	Q6
14	0.370	3.157	5.367	Q7
2	0.508	4.529	4.384	Q8
3	0.449	4.046	4.970	Q9
24	0.301	2.710	6.285	Q10
23	0.313	2.574	5.653	Q11
6	0.418	88	4.997	Q12
1	0.651		3.220	Q13
21	0.320	2.730	5.790	Q14
22	0.316	2.610	5.660	Q15
4	0.430	3.771	4.997	Q16
18	0.350	3.020	5.618	Q17

9	0.405	3.479	5.114	Q18
10	0.395	3.404	5.217	Q19
7	0.413	3.575	5.077	Q20
20	0.331	2.842	5.745	Q21
19	0.348	3.000	5.621	Q22
16	0.365	3.131	5.450	Q23
25	0.287	2.318	5.765	Q24
26	0.256	2.051	5.966	Q25
15	0.367	3.118	5.373	Q26

4.DISCUSSION

4.1.First Question

As it is stated before, the first question of the research is:

What factors affect OCB of Kashan University personnel?

To answer this question, five factors: courtesy, altruism, civic virtue, conscientiousness and sportsmanship were surveyed and the following results were obtained:

4.1.1.Courtesy:

The descriptive average of this variable is 0.3713 which is greater than null value. Nonparametric binomial test was used to evaluate this variable in population. Since the estimated significance level (sig. column) is equal to 0.00 and smaller than the decision's alpha ($\alpha=0.05$), it can be concluded that according to the subjects' view, with the possibility of 95 the H hypothesis is disproved and there is a significant difference between variable average and stable value of 3. The 68 percent ratio of the higher-than-zero group indicates that the desirability of courtesy is more than null value. In other words this factor is at a desirable level in Kashan University.

4.1.2.Altruism

Descriptive average of this variable is 0.8575 which is greater than null value. T-student one-sample test was used to estimate this variable in population. Since the estimated significance level (sig. column) for all of the variables is equal to 0.00 and smaller than the decision's alpha ($\alpha=0.05$), it can be concluded that according to the subjects' view, with the possibility of 95 there is significant difference between the average of the variable and null value (zero). Considering the two-side positive sign of confidence interval, it can be said that the average of sportsmanship variable is greater than zero and is at a desirable level.

4.1.3.Civic virtue

Descriptive average of this variable is 0.8575 which is greater than null value. T-student one-sample test was used to estimate this variable in population. Since the estimated significance level (sig. column) is equal to 0.00 and smaller than decision's alpha ($\alpha=0.05$), it can be concluded that according to the subjects' view, with the possibility of 95 there is significant difference between the average of the variable and null value (zero). Considering the two-side positive sign of confidence interval, it can be said that the average of civic virtue variable is greater than zero and is at a desirable level.

4.1.4.Conscientiousness

Descriptive average of this variable is 0.8838 which is greater than null value (zero). T-student one-sample test was used to estimate this variable in population. Since the estimated significance level (sig. column) is equal to 0.00 and smaller than the decision's alpha ($\alpha=0.05$), it can be concluded that according to the subjects' view, with the possibility of 95 there is significant difference between the average of the variable and null value (zero). Considering the two-side positive sign of confidence interval, it can be said that the average of Conscientiousness variable is greater than zero and is at a desirable level.

4.1.5.Sportsmanship

Descriptive average of this variable is 0.4915 which is greater than null value. Nonparametric binomial test was used to assess this variable in population. Since the estimated significance level (sig. column) is equal to 0.004 and smaller

than decision's alpha ($\alpha=0.05$), it can be concluded that according to the subjects' view, with the possibility of 95 the H hypothesis is disproved and there is a significant difference between variable average and stable value of 3. The 64 percent ratio of the higher-than-zero group indicates that the desirability of sportsmanship is more than null value. In other words this factor is at a desirable level in Kashan University.

The results of this research agrees with the studies of Toureh [25] on the effects of personal factors and feelings of belonging to an organization on OCB, of Javanmard and Afraz on the effects of commitment on conscientiousness and civic virtue, Arefi et al. [26] on the relationship between evolutionary leadership and its dimensions on one side and civic behavior on the other side of Purvanova et al. [27] on the negative effects of charismatic leadership on OCB, of Yan, Cox and J.R. [28] on the great effects of leadership on OCB and of Aguze [29] on the significant effect of leadership style of school principles on civic behavior of teachers.

4.2. The Second Question of the Research

As it is said before the second question of the research is this:

How are the factors affecting OCB of Kashan University personnel ranked?

In fact in this section five main factors of OCB: courtesy, altruism, civic virtue, conscientiousness and sportsmanship are ranked. TOPSIS method is used to this purpose.

Table 12. Ranking of OCB factors based on TOPSIS method

Variable	TOPSIS method	
	Relative Closeness Index	Rank
courtesy	0.360	4
altruism	0.558	1
Civic virtue	0.265	5
conscientiousness	0.524	2
sportsmanship	0.456	3

The final results of applying TOPSIS method is given in the Table 12. The present options can be ranked according to their importance on the descending order of relative closeness C_i . The rank of each option is given in the last column of the Table 12. As it can be observed in the above table, altruism and conscientiousness are in the first and second ranks and sportsmanship, courtesy and civic virtue are in the next ones. In TOPSIS method the real value of the data are used and ranking is innate and objective and obtained from the variables themselves.

Considering the obtained results, this study is in agreement with the studies of Hovaida et al. [14] on the great amount of altruism among personnel, of Sohrabi Zadeh et al. [9] assessing personnel's degree of OCB, of Vakili (2011) on factors affecting OCB, of Shatti et al. [30] assessing OCB, of Korkmaz & Aparchi [31] on the suitability of OCB and of Ying and Cohen [32] on high level of OCB among the full-time personnel of organizations in private section.

5. Practical Proposes of the Study

1. The subjects believe that the managers' behaviors and the type of their interactions with their inferiors affects OCB. So, it is proposed that managers strive to improve organizational justice in distributing rewards and to provide equal job chances and positions for the personnel (that is creating a just system of payment so that what each one of the personnel receives from the organization equals his work and what he gives to it) and also strive for more procedure justice, that is giving more power and control over decision making and income allocating to the personnel. So, the rules of the workplace should be clearly expressed. These factors reduce anti – OCB behaviors.

2. The personnel believe that the degree of motivation and the attitude of employees to work environment greatly affects OCB, so it is suggested to increase the motivation to improve the attitude of university personnel by holding training workshops and group councils.

3. The subjects believe that the organization's values greatly affect OCB. Accordingly, it is suggested that seminars and training workshops be arranged to equalize the values of the personnel with those of the organization and to improve the organization's efficiency and profitability.

4. According to the study results, the type and identity of organization and also its prestige is very important to the personnel. So, it is suggested that the organization increases the trust and belief of its personnel and its credibility by holding training workshops and by making clear the organization's mission and its effective role in the community.

6. Research Limitations

1. Some subjects were untrustful and were concerned about the authorities' use of the study's results and so were reluctant to provide true answers to the questions. But this had not a great effect on the results of the research.
2. The results of this study is obtained from the personnel of a single university and any generalization to other universities of the country should be done with precaution.
3. Just one tool of assessment (questionnaire) was used.

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