

An Investigation on the Effect of Organizational Citizenship Behaviors (OCB) Toward Customer-Orientation: A Case of Nursing Home

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Abstract: By entering the organizations into the service economy, the service quality is converted as a challengeable issue for management. Therefore, that the success of organizations in this economy definitely depends on having qualitative services and customer-oriented staffs. Recent researches have shown that one of the influential factors on service quality of organizations that creates the competitive advantage is citizenship behaviors in employees, especially employees who directly interact with customers. Regarding the importance of these, two factors (customer-orientation and organizational citizenship behavior) and the relationship between these variables is investigated in this paper based on survey in a nursing home in Tehran. The results of this research are demonstrating that the positive and significant relationship exists between the organizational citizenship behavior and customer-orientation. To evaluate these variables a questionnaire was designed and after ensuring the validity and reliability of measurement tools by confirmatory factor analysis (CFA) distributed among 87 nurses as sample in a nursing home. This method of research was a survey-correlation model and significantly based on the structural equations.

Key words: Service economy • Organizational Citizenship Behavior (OCB) • Customer-orientation

INTRODUCTION

Nowadays, the organizations work in dynamic, ambiguous and variable environment. One significant characteristic of present period is the frequent variations and developments that occur in the social, cultural, economic technological and transnational circumstances. In these hard circumstances, the organizations are successful which can satisfy their customers and offer the additional value to them. One important factor to research this goal, especially in the service organizations was the quality of services. Reichheld and Sasser [1] suggested that offering the appropriate quality of services is one of the main strategies in the survival of the organizations. These skills, attitudes and behavior of staffs in this field are important. Because the people eventually have responsibilities to provide the services with the customer's expected quality. One of the important factors

that can use the staffs' behaviors and attitudes and interactions to provide the improved quality, is the organizational citizenship behavior. Organizational citizenship behavior is the set of voluntary and optional behaviors that cannot be accounted as the individual official tasks, but is done by them and can cause to improve the effective tasks and organizational roles.

The nurses' activities are related with elderly. The nursing homes and the centers where offer these health services are important regarding the quality of services. One of the most important factors that can change the nurses' attitudes, behaviors and interactions to provide the best quality of services, is the citizenship behavior. This concept and its determinant factors despite the high importance, in the nursing home activities were paid less attention. Therefore, this study aimed to explore the relation between OCB and customer-orientation and identify OCB effect on two dimensions of "consumer's

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pleasure and customer's need" within customer-orientation concept. In addition, this study is in the response to question, "Is there any significant relation between OCB and that following factors "sportsmanship, civic behavior, conscience, altruism"? For approaching to this goal, we survey as case study one Nursing home in Tehran.

Literature Review

Customer-Orientation: Now days the most of corporations in the globalized competitive business environment have realized the importance of customer-orientation [2]. The customer -orientation mainly is related to customers' welfare and the customer orientation mainly causes to provide the preference in assigning the sources based on the superior value and customer's satisfaction [3, 4]. The researchers in marketing environment look at customer orientation from two perspectives: organizational culture Deshpande *et al.* [5] or the strategic behavior in the organization [6, 7].

Noble *et al.* [4] have suggested the competitive culture approach that can investigate the strategic customer-orientation approach as a sub-dimension of the organizational culture that in fact this approach includes two suggested viewpoint by the researchers. There are many researches in the field of customer-orientation have been done, but the most of them were concentrated on the results found of the customer-orientation [4].

The researches have been shown that the customer-orientation will improve financial performance and lead to achieve a higher market share [4]. However, many researchers have shown the result of customer-orientation [8], But few survey have been focused on the effected factors on customer-orientation [9]. We will study in this paper, one of the effective factors in the customer -orientation.

Customer-Orientation Descriptions: Van Dyne *et al.* [10] suggested that the customer orientation is a concept that has converted in marketing as a proper competitive advantage. It can be a reason to change the values, attitudes, assumptions and commitments of the organization toward the mutual relations between the customers and the organization. Narver and Slater [3] have described the customer orientation as the customer's adequate understanding to create the best and continuous value. Besides, the customer orientation as the organizational culture that with the most efficient form of the required behaviors to create the best value for buyers. Deshpande *et al.* [5] have described the customer orientation as a set of beliefs that prefers the customer's

interests and requirements and prefer the customers' benefits compared to other stakeholders such as the owners, managers and employees [5].

Gatignon and Xuereb [6] called the customer-orientation as the demand and the ability of the organization to identify, analyze, understand and respond to the customer's needs. Strong and Harris [11] defined the customer-orientation as the behavioral and cultural aspects of market-orientation that acts as a strategic element. They believe that the main factors effective on the customer-orientation are human resources and procedural tactics activities.

Forms and Different Views of Customer- Orientation:

Comeau and Griffith [12] differentiate between forms of customer-orientation in three categories. In this study, the measure of Donavan and his colleagues was used. The reason of using this measure is that the customer orientation is being divided into two dimensions. The dimension of need shows the staff beliefs about their ability to satisfy the customer needs and the dimension of pleasure that shows to what extent and degree of interaction and customer services for staff is pleasant [13].

Organizational Citizenship: Employees' behavior in the workplace had attracted many researchers' attention in past decades [14]. Different types of behaviors have been investigated [15]. These behaviors include trans-social behaviors, extra-role behaviors, individual initiative and organizational citizenship behaviors [15, 10].

The purpose of this research is to define the type of individual behavior that is not part of the formal requirements for the organization. Trans-social behaviors are going to benefit a group or organization that is beyond the concept of OCB. Moreover, it means the person actively and spontaneously to do work which is beyond the formal requirements of responsibility therefore the strength of OCB is in the spontaneously of such behaviors [16].

The organizational-citizenship behavior term was first coined in 1983 by Dennis Organ and his colleagues [14]. The development of this concept was derived from the writings of Barnard in 1938 and also about the desire to work on Daniel Katz's studies that distinction between dependable role performance and "innovative and spontaneous behaviors," about the performance and spontaneous and innovative behaviors in 1964, 1966 and 1978 [14].

In 1983, the organizational citizenship behavior is defined by Oregon as the behavior that is with individual desire and should not be praised by rewards directly or

explicitly be founded through the organizational-formal reward system [17] (Bateman and Organ, 1983). However, it causes to promote the organizational effective performance [18]. In a definition of Oregon, he stated that, OCB include those behaviors that the staff of organization will improve their performance regardless of their personal productivity goals [12]. Researchers pay more attention to the effect of extra-role performance on the organizational effectiveness [14].

The organizational citizenship behavior is critical for the survival of an organization [19]. According to the viewpoints of theorists such as Organ, OCB can maximize the efficiency and improve the organizational effectiveness [20]. Bolino and Turnley [21] believe that the citizenship behaviors have generally two public modes:1). They are not directly available to be strengthened 2) they are resulted from the special efforts that organizations expect from their employees to achieve success [21]. According to this, the key elements of the OCB description is as follow:

- A kind of behavior that goes beyond the responsibility that was done by the organization discipline [22].
- A variety of unknown behaviors [23].
- The behaviors that are not rewarded by special gift and will not be diagnosed by the formal structures of organization [24, 25, 26, 14, 27].
- The behaviors, which are important for the performance, effectiveness and success of project in the organization [28].

Just more than 122 papers (almost a ten-fold increase) have been published on these topics during the comparable six-year period from 1993 to 1998 [14]. Performance of researchers in this area can be divided in three types, as following: [17, 26, 10, 29, 30].

- The researches, which seek to predict the factors causing these behaviors, are factors such as Job Satisfaction, organizational commitment, organizational identity and organizational justice. Additionally, there are some other factors including trust, cooperating with others, protecting the organization, volunteering constructive ideas, self-training, maintaining a favorable attitude toward the company and so on [31, 26, 14]. These factors considered as a main reasons to behavior that have been addressed.

- Researches, that considers the effect of these behaviors on factors such as organization performance, organization prosperity, customer satisfaction and customer loyalty [32, 19, 26].
- Finally, a number of researches will pay attention to the organizational citizenship behaviors to produce a new determination or finding the standardized scales for measuring this concept [2, 14, 10].

Dimensions of Organizational Citizenship Behaviors:

By growing interest in organization citizenship behaviors, a review of the literature in this area reveals a lack of consensus about the dimensionality of this concept [14]. Podsakoff Studies indicated that approximately about 30 types of these behaviors were determined. While Moorman *et al.* [33] have divided the aspects of organizational citizenship behaviors to the 4 main groups of friendship, civic behaviors, Conscience in work and sportsmanship [28, 34]. In this paper, four aspects of organizational citizenship behaviors have been studied. Podsakoff *et al.* [14] categorized types of Citizenship Behavior into seven common themes or dimensions: (1) Helping Behavior, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue and (7) Self Development.

Conscientiousness: The discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks and so forth [14].

Sportsmanship: Willingness of the employee to tolerate less than ideal circumstances without complaining. For example, Podsakoff and MacKenzie [26] found that sportsmanship and civic virtue had a positive relationship with work unit performance.

Courtesy: Discretionary behavior on the part of an individual aimed at preventing work-related problems with others from occurring [36, 36].

Civil Behavior: Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company. Walz and Niehoff [29] 2004) staff tries to prevent from problems and stresses happened in work in relation with other [37].

Altruism: Helping to other organization's members is related to the problems and tasks. Like the employees which help the newcomers or low skill persons [35, 36, 38].

MATERIALS AND METHODS

In this part presents detailed information on methodology for collecting the requisite data. The research methodology can be best described by being divided into the following segments: research scope, research method and design, data collection methods variables of the study, statement of operational hypotheses, description of population and sampling plan, data collection instrument, analytical tools and limitations of methodology. The type of research is applied based on objective and according to the method of collecting data is Descriptive-survey which proving by Structural Equation Modeling (SEM). In this study, firstly literature related to the customer-orientation and organizational citizenship behaviors have been collected and then based on the mentioned information, appropriate indices were selected and also based on the comments of experts they have been confirmed. Finally, the prepared data is used for testing the model and the results will be presented. The main interest in this investigation is, the correlation research concerned with assessing relationship among that following dependent variables: organizational citizenship behaviors and customer orientation. Data for the study were initially gathered through the primary and secondary sources. The primary data were generated through self-administered questionnaire.

A correlation research normally should contain a minimum of twenty subjects. However, for this research cause of diversification of groups, it was tried to collect at least minimum thirteen subjects in primmer step [39].

Reliability: The dependability of the measuring instrument was conducted by means of Cronbatch's alpha Test. This test proceeds by associating each research measurement item with every other measurement items and obtaining the average inter-correlation for all the paired associations [40]. The Cronbatch's Alpha Test coefficients were organizational citizenship behaviors 82.8 and customer orientation 90.7 and as an alpha level of 0.70 or above is generally considered acceptable [41].

Validity: This is also concerned with the quality of the measuring instrument. It is used to ascertain that the measuring instrument measures what it is supposed to measure. Assessment of validity includes theoretical and observant meaningfulness discriminate validity and

convergent validity [32, 42, 43]. The following is the description of some of these forms of validity and their relation to the study.

Considering the aim the present study is applied and considering the nature, it is descriptive and survey Research. For developing theoretical foundation, library studies and the internet were used. Our research population is the staff of nursing house. The number of the people in the population is 87. For sampling, we have used random sampling method. The number of the people, according to the sampling formula of Morgan is 73 and questionnaire has been used for data collecting. After defining parameters of each variable questionnaires have been designed.

Questionnaire was designed in two ways. First we have been distributed the existing questionnaires in the related field for collecting primary data and second we wrote questions in consultation with scientific experts and specialists in management and psychologist fields to determine the validity of the questionnaire Cronbach's Alpha coefficients was used.

This method of research was a survey-correlation model and significantly based on the structural equations .Correlation analysis is one of the most widely used statistical methods in social and management research [44, 45, 46]. Data was collected through the questionnaire that proving by Structural Equation Modeling (SEM) and contain Overall 16 items were measured by using a five-point Likert-type scale for organizational citizenship behaviors and also10 items were measured by using a five-point Likert-type scale for customer orientation. In this research, by using first-order exploratory factor analysis method, the initial variables were extracted. The result has been summarized in Table 1.

To test the measurement models for organizational citizenship behaviors and customer orientation, a second-order exploratory factor analysis, by using the LISREL 8.53 was done. Figure1 and 2 show the result of this analysis. Both measurement models in terms of fitness are in the good conditions, because χ^2 ratio to the degrees of freedom for both models is less than 3 and the value of RMSEA is under 0.08.

Data Collection: Statistical population in this research includes the total employees of Nursing home that have direct contact with customers that he number of statistical population equals to 87. According to the sampling formula from the limited population and with the pretest variance of 0.52 and error precision of 0.05, a sample with size of 71 individuals was selected and sampling method was in a random manner.

Table 1: Principal component and Varimax rotation method by normalization

Model	Variable	Variance explained	%Total variance explained
Organizational Citizenship Behaviours	Sportsmanship	13.61	62.80%
	Civic behaviour	10.90	
	Conscience	17.50	
	Altruism	20.78	
Customer-orientation	Consumer's pleasure	32.13	64.33%
	Consumer's need	32.19	

Table 2: Type of variables, questions and scales after factor analysis

Model	Variable	Question No.	Scale
Organizational Citizenship Behaviours (OCB)	Sportsmanship	1-2-3-4	Sequential
	Civic behaviour	5-6-8	Sequential
	Conscience	7-9-10-11-12	Sequential
	Altruism	13-14-15-16	Sequential
Customer-orientation	Consumer's pleasure	1-2-3-4-5	Sequential
	Consumer's need	6-7-8-9-10	Sequential

Table 3: Pearson correlation table of research variables

Customer orientation variables		
Organizational citizenship variables	Consumer's need	Consumer's pleasure
Sportmanship	0.120	0.094
Civic behaviour	0.186*	0.212*
Conscience	0.241*	0.197*
Altruism	0.80	0.144

(*) Significant

Table 4: Mean, Std.deviation, t-value result for testing the validity of variables

Variable	Mean	Std.Deviation	t- value	Variable-Status
Sportmanship	3.12	0.66	1.58	reject
Civic behaviour	3.68	0.73	7.17	ok
Conscience	4.09	0.62	14.75	ok
Altruism	4.24	0.56	18.44	ok
Consumer's need	3.87	0.68	10.63	ok
Consumer's pleasure	3.99	0.79	10.53	ok

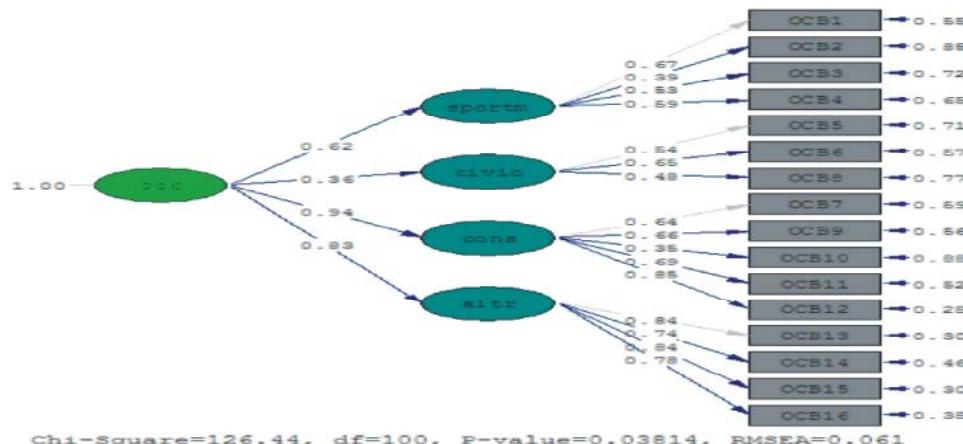


Fig. 1: Measurement model for OCB (Second-order Confirmatory factor analysis in standard error estimates)



Fig. 2: Measurement model for customer-orientation (Second-order Confirmatory factor analysis in standard error estimates)

RESULTS

The results obtained from demographic statistics of respondents were as the following: Based on variety of gender 93 % of respondents were female and 7 % were male. In concern with education, 12 % were under BS degree and 77.1 % were a BS degree and 10.1 % with higher than BS degree. Besides, regarding to respondent age, 46.2 % were less than 30 years old and 46.2 % between 31-40 years old, 7.6 % of them in the age of higher than 40 years old. Before entering the test stage of

main hypothesis of the research, it is required that we to be confidant from the research variables normality that this is done by the Kolmogorov-Smirnov Test. The research results indicate the normality of total variable in this research. Besides, in order to test the hypotheses in this research, structural equation modeling (SEM), by using LISREL 8.53 was used.

The above graphs (Figure 3, 4) demonstrate that citizenship behaviors have positive relation equal with 0.28 with the customer-orientation and the significance of 2.71, which is greater than 1.96. Therefore, it can be said



Fig. 3: LISREL structural (path analysis) model

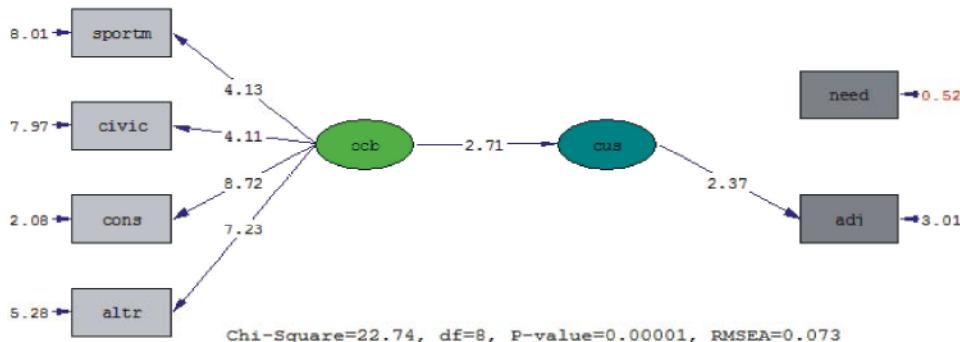


Fig. 4: T-value for estimate path coefficient meaningful in model

that, the most significant hypothesis of research will be confirmed, i.e, organizational citizenship behaviors has a positive effect, i.e, by adding one unit of improvement on the organizational citizenship behaviors of employees, 0.28 of improvement unit in the customer-orientation will be shown. Furthermore, citizenship behaviors has a positive effect on the first aspect of customer-orientation about 0.17 (significance number =2.70).

CONCLUSION AND RECOMMENDATIONS

The results indicated that there is a positive relation between the organizational citizenship behaviors and customer –orientation in the Nursing home located in Tehran. In addition, the organizational citizen ship behaviors have a positive relation with the first aspect of customer-orientation, but has not a significant relation with the second aspect of customer-orientation. While, in the other similar researches a significant relation between the customer-orientation and the performance of service providers [47]. In addition, Schneider *et al.* [48] reported a positive and significant relation between the organizational citizenship behaviors with the organization sale and considered the customer satisfaction as a mediator variable in their research [48]. Donavan *et al.* [13] referred to the positive relation between the customer -orientation and commitment and help of the other staffs. According to the results, it is suggested that the organizations' managers to pay a significant attention to the indices of organizational citizenship behaviors in relation with employees, because the increase of service quality and organization efficiency with positive effect of this case on the customer-orientation to be achieved. Direct Motivation among employees toward customer-orientation is difficult, therefore, for promoting these kinds of behaviors in the organizational environments, we must recognize their background and strengthen and manage them. As is investigated in this research, organizational citizenship behaviors and its aspects, including, civil behaviors, sportsmanship, conscience and altruism have a positive and significant effect on the customer orientation, accordingly by strengthening each of these aspects, we can strengthen the customer-orientation within the organization. Therefore, in order to increase the level of customer-orientation, it required some actions in this field through training the citizenship behaviors.

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