



## **Investigation of the Relationship between Organizational Citizenship Behavior and Human Resources Productivity: Based on the Staff Viewpoints in the Selected Hospitals of Yazd City, 2018**

**Roohollah Askari<sup>1</sup>, Zahra Sadat Seyed Rezaei<sup>2</sup>, Somayeh Mahdiyan<sup>2</sup>, Masoomeh Pishehvaran<sup>2\*</sup>**

<sup>1</sup> Health Policy and Management Research Center, Department of Healthcare Management, School of Public Health, Shahid Sadoughi University of Medical Sciences, Yazd, Iran

<sup>2</sup> Health care Management, School of Public Health, Shahid Sadoughi University of Medical Sciences, Yazd, Iran

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#### **\*Corresponding Author:**

Masoomeh Pishehvaran  
Healthcare Management,  
School of Public Health, Shahid  
Sadoughi University of Medical  
Sciences, Yazd, Iran.

#### **Email:**

[m.pisheh0226@gmail.com](mailto:m.pisheh0226@gmail.com)

#### **Tel:**

+98-9138556179

### **ABSTRACT**

**Background:** Organizations usually seek for decreasing problems such as slacking and aggression and increase the behaviors that lead to a benefit such as productivity for the organization. One of the factors creating productivity in the organization is organizational citizenship behavior. Therefore, this research is aimed at investigating the relationship between organizational citizenship behavior and human resources productivity in the selected hospitals of ShahidSadoughi University of Medical Sciences in Yazd, 2018.

**Methods:** This research is a descriptive correlation study. The population includes the staff of three selected hospitals in Yazd. Out of the mentioned population, 211 people were selected by random sampling. Data collection tool was a standard questionnaire. Reliability and validity of the tool have been already approved in a similar study. The questionnaire consists of two parts including: organizational citizenship behavior, , and human resources productivity. Data analysis was done by Pearson correlation, regression, t-test, and analysis of variance in SPSS<sub>16</sub>.

**Results:** The mean total scores of organizational citizenship behavior and human resources productivity were  $3.06 \pm 0.32$  and  $3.50 \pm 0.62$ , respectively. The investigation of the mean scores of organizational citizenship behavior in each aspect indicated that the highest mean score,  $4.11 \pm 0.54$ , belonged to altruism and the lowest,  $1.58 \pm 0.75$ , belonged to sportsmanship. Among the various aspects of human resources productivity, the highest mean score was for competency,  $3.89 \pm 0.55$ , and the lowest was obtained for support,  $3.22 \pm 0.57$ . Based on the employees' perspectives, there was a positive and significant relationship between OCB and human resources productivity (P-value < 0.001 and  $r = 0.297$ ).

**Conclusion:** OCBhas a direct effect on resources productivity based on the staff viewpoints in educational hospitals. So, providing the opportunity of promotion of organizational citizenship behaviors can be an effective factor in increasing human resources productivity.

**Key words:** Human Resource, Productivity, Organizational citizenship behavior

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## Introduction

During the recent years, a majority of the organizations have been seeking for ways of attracting staff participation in line with their objectives. In between, voluntary and unpaid behaviors have risen which are a field of study for the researchers who call such behaviors as organizational citizenship behaviors (1). The salient performance of the organizations cannot be achieved based on ordinary efforts of the staff because one reason for the success of the large organizations is that they recruit staff whose operational level goes beyond the formal duties (2). Organizations, especially in third world ones, that need a great leap forward in efficiency should set the ground in such a way that the employees and managers can practice all their experiences, competencies and capacities with the peace of mind to improve the organizational goals. This cannot be accomplished unless principles and regulations pertinent to organizational citizenship behavior are identified and the road is paved for the implementation of such behaviors (3). Organizational citizenship behavior includes “a set of voluntary and deliberate behaviors that are not part of the formal duties of an individual but they are exhibited and cause effective improvement of the organizational duties and roles” (4). Beyond what is explained for the organization’s employees, organizational citizenship behavior is optional and based on the individual will. It is not directly rewarded, and it is not appreciated by the formal structures of the organization. However, it has a major role in organizational performance and the organization’s success (3). First in 1983, Bateman and Organ introduced the dimensions of organizational citizenship behavior (OCB) including altruism (employees always help others by sincerity, sympathy, and compassion), and conscientiousness (employees play a role beyond their responsibilities and that is punctuality and preservation of a better position). Then in 1988, the three dimensions of sportsmanship, civic virtue, and courtesy were added to the two mentioned dimensions. Sportsmanship means the

employees’ bearing, courage and bravery in performing their tasks. Social manners indicate the employee’s active participation in organizational life cycle. Courtesy means that employees communicate each other in a polite and respectful manner (5). (OCB) contributes to the efficiency and effectiveness of organizations through changes in resources, innovations, and inciting adaptation (6). Although, recently attentions have been directed at moral characteristics of individuals in organizations for increasing productivity, the moral virtues like politeness, courtesy, forgiveness, tolerance, helping others, job conscientiousness, dutifulness and others of the like were highly underlined in individual and social life in Islam about 1400 years ago (7). One of the most important objectives of every organization is enhancing the productivity level. Hospital is an organization wherein human resources are the most important capital and the human resources productivity is considered as one of the most important goals. Productivity is defined in different ways. The followings are some definitions of productivity: human resources productivity means maximizing the utilization of the resources, and human resources, and taking scientific measures to reduce of the costs and improve the satisfaction in employees, managers, and consumers (8). According to Iran’s national productivity organization, productivity is an intellectual attitude towards work and life. It is more like a culture with the goal of smartening the activities for a better and sublime life (9).

Peter Drucker, a scientist in management, knows productivity as entailing efficiency and effectiveness; efficiency means performing the jobs in an appropriate manner, and effectiveness means doing the appropriate things (10). There are different theories on the affecting factors of productivity. In brief, the followings can be mentioned among these factors: continuing education of the managers and staff, enhancement of the motivation in the employees for better and more work, creation of proper grounds for the



managers and employees innovations and creativities, establishing appropriate performance-based payment system as well as a reward and punishment system, enhancing job conscientiousness and social discipline, changes in the systems and methods playing key and sensitive roles, development of governance and domination of organizational policies over the affairs, cost saving as a national responsibility. However, all the authors believe that there is no single solution to increase productivity and rather it is caused by a combination of various factors (8).

The initial studies were mostly aimed at identification of those responsibilities and/or behaviors of the staff in an organization that are mostly neglected. Nowadays, these trivial behaviors have become an integral part of performance management and attracted a large deal of attentions. A study was conducted by Mahnaz Mile Afshar et al. (1), to investigate the relationship between the organizational citizenship behavior and human resources productivity from the perspective of the staff working in university hospitals of Tehran.

Due to the importance of the issue and the significant role of the hospitals in the society as well as the importance of the human resources who play a critical role in the capital of this organization, the present study, tried to investigate the organizational citizenship behavior and human resources productivity from the perspective of the staff working in affiliate hospitals of Shahid Sadoughi University of Medical Sciences in Yazd, 2018.

### Materials and Methods

According to previous studies (1), and regarding the minimum number of samples required for statistical tests and the maximum facilities, 211 people were randomly selected out of the total population of 1961 people. About 70 people were selected out of every hospital.

Regarding the 10-percent fall in the number of samples:  $n = 211$

$$R = 0.2 \quad \alpha = 0.05 \quad lb = 0.8 \quad c = 0.5 \times \ln(1 + r \div 1 - r) \quad n = (Z1 - \alpha \div 2 + Z1 - b)2 \div c2 = n = 211$$

In this study, we have used a standard questionnaire. Reliability of the questionnaire has been approved in a similar study (1). Validity of the questions was evaluated based on the opinions of management professors of Tarbiat Modares, Allameh Tabataba'i, and Tehran Universities. In order to determine the reliability, the questionnaire was divided to two parts and answered by 30 people in a pilot study. The Cronbach's alpha coefficient was obtained as 0.974 for the whole questionnaire, 0.919 for the component of organizational citizenship behavior, and 0.973 for the component of employee productivity (1). One questionnaire included demographic information (age, gender, education, marital status, job, and ward name) with 15 questions about organizational citizenship behavior in five aspects of conscientiousness, altruism, sportsmanship, courtesy, and civic virtue). The other questionnaire, besides the demographic information, consisted of 26 questions regarding human resources productivity in seven aspects of competency, understanding, support, motivation, feedback, credit, and adaptation. The questions were scored based on Likert's five-point scale and the mean values of the data were reported in a range of 1 to 5. The statistical analysis of the data in inferential level was conducted using SPSS<sub>16</sub>. In inferential level, statistical tests of Pearson correlation, regression, t-test and variance analysis were used.

The citizenship behavior scores of 15-34 were considered as poor citizenship behavior, the scores of 35-54 were considered as medium, and the scores of 55-75 were considered as strong citizenship behavior.

This research has been approved under the ethics code IR.SSU.SPH.REC.1397.014 and informed consent was given.

### Results

According to the obtained data, the women (120 people) constitute the highest percentage (57 %) of the respondents among the sample. In terms of age, most respondents (103 people) i.e. 48% of them are 20-30 years old. In terms of job,



most participants (56 %) have an administrative job. According to the data obtained from the hospital wards, clinical staff has the highest frequency (51.7 %) (Table 1).

According to the mean scores of organizational citizenship behavior in terms of every component, the highest mean was obtained for altruism ( $4.11 \pm 0.54$ ) and the lowest mean was obtained for sportsmanship ( $1.82 \pm 0.75$ ).

Among different components of human force

productivity, the highest mean score was obtained for ability ( $893 \pm 0.55$ ) and the lowest mean was obtained for help ( $3.22 \pm 0.57$ ) (Table 2).

As seen in Table 3, there is a significant positive relationship between organizational citizenship behavior and human resources productivity ( $r = 0.297$ ,  $P\text{-value} < 0.001$ ); i.e. the higher is the organizational citizenship behavior, the higher will be human force productivity (Table 3).

**Table 1.** Demographic information of the study participants

| Variable                | Subgroups of each variable | Relative frequency | Relative frequency percentage | Cumulative frequency percentage |
|-------------------------|----------------------------|--------------------|-------------------------------|---------------------------------|
| Gender                  | Male                       | 91                 | 43                            | 43                              |
|                         | Female                     | 120                | 57                            | 100                             |
|                         | Total                      | 211                | 100                           |                                 |
| Age                     | 20-30                      | 103                | 48                            | 48                              |
|                         | 31-40                      | 88                 | 41                            | 89                              |
|                         | 41-50                      | 17                 | 10                            | 99                              |
|                         | 51-60                      | 3                  | 1                             | 100                             |
|                         | Total                      | 211                | 100                           |                                 |
|                         | Job                        | Clinical position  | 93                            | 41                              |
| Administrative position |                            | 118                | 56                            | 100                             |
| Total                   |                            | 211                | 100                           |                                 |
| Hospital wards          | Clinical diagnosis         | 10                 | 4.8                           | 4.8                             |
|                         | Administrative-logistics   | 90                 | 43.5                          | 48.3                            |
|                         | Clinical                   | 111                | 51.7                          | 100                             |
|                         | Total                      | 211                | 100                           |                                 |

**Table 2.** Mean scores of OCB and human resources productivity in each aspect

| Score                                       |                                      | Mean       | Standard deviation |
|---|--------------------------------------|------------|--------------------|
| Organizational citizenship behavior aspects | Dutifulness                          | 3.59       | 0.87               |
|   | Altruism                             | 4.11       | 0.54               |
|   | Sportsmanship                        | 1.82       | 0.75               |
|   | Courtesy                             | 2.29       | 0.54               |
|   | Civic virtue                         | 3.53       | 0.62               |
|   | Total                                | 3.06       | 0.32               |
|   | Human resources productivity aspects | Competency | 3.89               |
| Understanding                               |                                      | 3.77       | 0.50               |
| Support                                     |                                      | 3.22       | 0.57               |
| Motivation                                  |                                      | 3.35       | 0.62               |
| Feedback                                    |                                      | 3.53       | 0.54               |
| Credit                                      |                                      | 3.28       | 0.56               |
| Total                                       |                                      | 3.52       | 0.74               |
|   | Total                                | 3.50       | 0.41               |

**Table 3.** Correlation coefficient of OCB and human resources productivity

| Pearson correlation coefficient     | Human resources productivity |       |
|-------------------------------------|------------------------------|-------|
|                                     | Correlation coefficient      | 0.297 |
| Organizational citizenship behavior | Significance level           | 0.000 |
|                                     | Number                       | 211   |

### Discussion

Regression test was used to investigate the effect of organizational citizenship behavior on employee productivity in the selected hospitals and the relationship between these variables. So in the studied hospitals, increased organizational citizenship behavior has led to improved productivity. In the studied population, 1 person had a poor citizenship behavior, 186 people had a medium citizenship behavior, and 15 people had a strong citizenship behavior. According to the findings, 27 people had a low productivity, 168 people had a medium productivity, and 195 people had a high productivity. The mean score of the total organizational citizenship behavior and the mean score of the total human force productivity were respectively obtained as  $3.06 \pm 0.32$  and  $3.50 \pm 0.62$ . Among the components of organizational citizenship behavior, the highest score was obtained for altruism ( $4.11 \pm 0.54$ ) and the lowest mean was obtained for sportsmanship ( $1.58 \pm 0.75$ ). Among the different components of human force productivity, the highest mean was obtained for ability ( $3.89 \pm 0.55$ ) and the lowest mean was obtained for help ( $3.22 \pm 0.57$ ).

Other relevant studies approved the results of this study. Mile Afshar et al (1) investigated the relationship between organizational citizenship behavior and human resources productivity among the staff of six hospitals of Tehran University of Medical Sciences and Shahid Beheshti University of Medical Sciences; their findings were consistent with the results of this study. The results of the present study suggested that based on the staff viewpoints, there is a significant relationship between organizational citizenship behavior and employee productivity in the studied hospitals; i.e. in these hospitals, organizational citizenship behavior has had an effect on employee productivity. However in this study, the two

components of organizational citizenship behavior including sportsmanship and forgiveness did not have any significant relationship with employee productivity in one of the hospitals (Shohadaye Tajrish Hospital); it was due to the employees' dissatisfaction with the unfair management. So, the employees did not have a strong organizational citizenship behavior and they expressed objection. According to Oregan (1988), employees react to injustice by increasing or decreasing their organizational citizenship behaviors (1). According to the research conducted by Servati and Najafzadeh titled "the relationship between organizational citizenship behavior and sport managers' productivity in West Azerbaijan" (11), among the components of organizational citizenship behaviors, consciousness and courtesy respectively had the most and the least significant relationship with productivity. The results of the mentioned study are consistent with the findings of this study. In this study, the highest mean has been obtained for altruism and the least mean has been obtained for sportsmanship; this finding is not consistent with the results of the mentioned study.

JalaliFarahani et al. (12), investigated the model of explaining the effect of organizational culture on organizational learning and human force productivity among the staff of the Ministry of Sport and Youth. According to the results, organizational culture affects organizational learning by a coefficient of 0.43, and human force productivity by a coefficient of 0.63. The influence coefficient of organizational learning on human resource productivity was obtained as 0.53. The model proposed in this research approved the effect of organizational culture on human resource productivity by organizational learning. The results of this research are consistent with the findings of Ataei et al. (2),



Bahadori et al. (13), Rashidi et al. (14), Sun et al. (15), Savati et al. (16), SoltaniNasab et al. (17).

### Conclusion

At the end, we propose some suggestions for future studies regarding the importance of the issue.

Researchers can investigate the factors affecting organizational citizenship behavior in hospital staff.

Also, further organizational factors related to human resources productivity such as organizational culture, organizational agility, and the ability of teamwork can be investigated.

Factors increasing and decreasing human resource productivity can be considered as the strengths and weaknesses of the organization from strategic viewpoints.

Future researchers can investigate the components of human force productivity based on other indicators such as quality of work life, responsibility, and perseverance.

Researchers can conduct similar studies in public or non-public departments and compare the results with the findings of this study.

The significance of the research is due to the fact that if its results are employed in healthcare areas by policy makers, planners, and the hospital managers, employees will pay more attention to the issue of organizational citizenship behavior, human force productivity will be increased, and it will finally lead to the organization's productivity. These findings can be more widely used in the country's healthcare system; they can provide the possibility of achieving the goals of clinical governance and sustainable development in the area of healthcare and treatment.

It should be mentioned that as other studies, this research has been faced with constraints that include the following:

Some of the subjects have been unfamiliar with the research topic and its goals. However, researchers have tried to provide them with clear explanation.

The selected samples did not have adequate motivation for active participation in the study; because most respondents believed that they do not

receive any feedback from most of the studies in which they participate. So, it makes it difficult to conduct more studies for improving the performance of this university.

The constraint is the fact some respondents have been so conservative in answering the questionnaires.

The employees have failed to have a careful cooperation because of being tired.

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### Conflict of interests

The present study is derived from the research project approved by the School of Public Health in Shahid Sadoughi University of Medical Sciences, Yazd. It has no conflict of interests with any other organization or individual.

### Authors' contributions

Askari R designed study; SeyedRezaei Z and Pishchvaran M conducted research; and Mahdiyan Swrote manuscript. Allauthors read and approved the final manuscript.

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