

IDENTIFYING THE RELATION BETWEEN ORGANIZATION STATUS IN ORGANIZATIONAL IDENTITY AND RANKING IN CONTRAST WITH CITIZENSHIP BEHAVIOR

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Abstract

Different and valuable benefits and advantages of strong and robust organizational identity such as increasing organization's activities legitimacy, improving the ability of organization in attracting sources, providing appropriate backgrounds in attracting empowered human source as well as increasing fame and organizational reputation can be regarded as some of the most important causes of the wide interest in the issue of organizational identity.

So, knowing organizational identity as a complex social and valuable resource which achieves valuable competitive advantages is critical; and, the knowledge of more managements and various organizations' directors, in particular the organizations which are much concerned with a wider population, is being variously judged and evaluated (Yazdani, 2005).

Strong organizational identity among employees is followed by higher motivation and trying toward organizational citizenship behavior which, according to previous studies, can improve performance and achieving organizational goals and values. In other words, organizational identity changes individual social attitudes and cause individuals to introduce themselves by the organization. Once employees are introduced by its organization, they show higher levels of organizational citizenship behavior; as these behaviors are not far from role behaviors.

Key terms: Organizational identity, organizational intervention, citizenship behavior, organizational ranking

Introduction

Every organization has an identity like human beings. Identity is a set of characteristics which are different in different people. As organizational identity through this fact that can be apply in implementing organization goals and objectives as a strategic tool, it is distinguished from human identity. Organization identity can be realized, known and introduced by organization structure, its products and services, how its environment is formed, the way of its interaction and how it behaves. These factors influence on the inside and outside attitudes of organization (Bahrekani, 2010, p 3).

In general, the firm's identity is provided by using different signs and symptoms to benefited groups demonstrating that the organization inclination in how to be realized. Hence, the known management must apply the coordinate signs and symptoms such that being able to send goal-oriented and coordinate messages to stakeholders. The most effective and common ways include promotional messages, operational procedures, customer policies or staff uniform and etc. of the aforementioned, some are along with self-made graphs and symbols. Other symptoms focus on behavior, organization activity and other communication forms, which must be noticed. Since, a crashed bus in highway (for a bus company, orders' delay (Mail Company) or the products' low quality can remove the effects of any well-formedness visual signs (Mahmoudi M, 2014: 111).

Organizational commitment

Employees' amount of engagement and commitment to organization can be effective on organizational citizenship behaviors. Organizational commitment is an attitude indicating that how much do the organization's members identify themselves by the organization they are working in and how much they are involved with it. An individual with high organizational commitment, will remains there, accept the goals and hardly try to achieve the goals or even express sacrificing (Pin and Oregan, 2000).

Organizational commitment includes three components according to three- component model: affective commitment (indicating coherence and identification of staffs to organization's values and objectives). In this state, the individual stays in organization as it positively views the organization's commission, values and goals. The individual remains at organization to meet the values and goals he believes in depth. Employees with higher affective commitment are more engaged to the values and are committed to achieving organization's goals.

Continuance Commitment (indicating the costs of leaving organization; so, there is no obligation to stay). In most cases, the individual remains in organization as he is not looking for another new job. This is referred as continuous commitment (continued, obligatory, and residual) i.e. it remains at organization as it costs him going to another organization (Windal, 1992).

Normative commitment expresses sense of duty and it is called obligation to remain at organization. The individual does not leave the organization as he is concerned about what others judge its leave out. According to Winner (1982) this group of employees lacks strong emotional bonds to organization (Azag and Dogma, 2003). The employee in kind of commitment feels debt and owed to the well behavior of the organization (Yazdani, 2005).

Literature review

Morman (1991) was the first who studied the relation between procedural justice and four aspects of the citizenship behavior five- aspect. Nyehof and Morman (1993), in another research, studied the organizational citizenship behavior and exchange theory among 475 hospital personnel.

Organ (1990) in discussing motivational basis of organizational citizenship behavior believed that the sense of justice plays a critical role in enhancing organizational citizenship behavior. Wei (1988, 1990), based on social exchange, determined that some employees show citizenship behavior in order to compromise organization fairly behavior.

Chat man (1986) demonstrated that there are some specific commitments leading to some behaviors called as organizational citizenship behaviors.

Heydari and Darya Beygiyan (2011) studied the relation between job satisfaction, organizational commitment and organizational citizenship behavior. The results showed that there is a significant relation between job satisfaction and organizational commitment, job satisfaction and organizational citizenship behavior, organizational commitment and organizational citizenship

behavior. Moreover, there is also a multiple relation between job satisfaction and organizational commitment with organizational citizenship behavior in which job satisfaction and organizational commitment may predict 21% of organizational citizenship behavior.

Research methodology

This descriptive study is an applied, correlational research. The goal of the present research is to experimentally determine the casual relations between effective intrinsic and extrinsic factors in forming organizational identity with organizational identity, organizational identity with organizational citizenship behaviors individual.

Research validity

The test reliability was determined using Cronbach’s alpha method. Initially, the variance of each subset scores in questionnaire and the total variance must be calculated to determine cronbach’s alpha.

Research variables

The present research independent variables are as follows:

- Effective extrinsic factors in forming organization identity including media attention to organization, external image of the organization and organization outside communications.
- Effective intrinsic factors in forming organization identity including top managements of human resource management, organizational operation and internal communication. These variables are independent in relation to organizational identity.

Research hypothesis

There is a positive, significant relation between organization status in ranking and citizenship behavior.

The results showed that there is a positive, significant correlation between organizational status with citizenship behavior at 1% error level demonstrating the strong and significant correlation between two research variables with the value of 0.478. Therefore, it can be stated that there is a positive, significant relation between these two factors. The secondary hypothesis 2-2 is proofed meaning that there is a positive, significant relation between organization ranking status and citizenship behavior.

Variables mean scores with Mann- Whitney test

Variable	Gender	Number	Mean	Total	Z	Significance
Organizational identity	Male	119	100.48	11957.00	-2.217	0.000
	Female	98	119.35	11696.00		
	Total	217				
Citizenship behavior	Male	119	93.93	11178.00	-3.922	0.000
	Female	98	127.30	12475.00		
	Total	217				

According to the above table, it can be observed that both factors of organizational identity and citizenship behavior are significantly different in both male and female employees (p-value<0.05). Thus, the gender influences on identity and citizenship behavior such that the mean score of female employees is higher that male’s in both variables. Therefore, it can be stated that female have higher organizational identity and citizenship behavior (identity and behavior of female employees 119.35 and 127.30, respectively).

Conclusion

Regression analysis results showed that organizational identity variable is able to predict the citizenship behavior. One unit change in organizational identity variable may cause 0.481

(positively) changing in citizenship behavior variable. Hence, it can be stated that there is a positive, significant relation between these two factors.

Most of studies conducted on organizational identity indicated that organizational identity is considered as the effective factors of increasing organizational performance and productivity through enhancing citizenship behaviors.

As it is observed in this study, organizational identity is regarded as the related and predictive factors of organizational citizenship behaviors. This finding is consistent with Bel & Menguc (2002), Dick et al (2008) and Moradi et al (2010) studies which is logical and in accordance with organizational identity theory. Organizational identity theory expressed that individual's attachment and dependency on organizations causes them to be defined based on organizational properties. In other words, the identity is manifested inside organizations.

Ashforth (2001) also presented that organizational identity can predict behavioral, emotional and cognitive outcomes such as job satisfaction, quitting stimulus and organizational citizenship behaviors. Riketta meta-analysis study (2005) also supports this finding. Riketta believes that organizational identity can be considered as predictors of Meta role activities and job involvement since creating internal motivation in individuals.

Recommendations

According to results, it is theoretically suggested that this research will be performed in other organizations in order to make sure of the correlation between the variables and predictors. It is also recommended that some variables including organizational virtue, organizational level and ... being concerned in future studies in relation to these two organizational attributes (organizational identity and organizational citizenship behavior) such that the amount of relation and prediction power may change through considering other variables.

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