

Exploring the Effect of Organizational Citizenship Behavior on Human Resources Productivity Enhancement

Case Study: Blood Transfusion Organization - Khorasan Razavi Region

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Abstract

Purpose _ to investigate the effect of human resources productivity enhancement by organizational citizenship behavior

Design/methodology/approach _ The competitive, changeable environment and the scarcity of resources and facilities have provided such provisions that attention to the concept of productivity has become one of the principal concerns of organizations' chief executives of this era. In addition, using committed, diligent and empowered human resources adorned with all virtuous traits and worthy behavior, is considered one competitive advantage for every organization, since the operation of these individuals will result in nothing but enhancing productivity. Paying attention to invigorating these kinds of useful employees' behaviors is one of the ways of productivity enhancement.

Finding _ As a result, concepts like organizational citizenship behaviors are among others, one of relevant and helpful subjects for the promotion of employees operations and productivities.

Research limitations/implications – In this article, assisted by the descriptive measuring study approach it has been tried, along with the organizational citizenship behavior survey, to do research into its effect on human resource productivity enhancement of the employees of Blood Transfusion Organization in Tehran region.

Practical implications – The required data for this study is collected through a standard questionnaire from 479 employees sample community which has been studied by regression analysis and structural functions modeling.

Originality/value – The study results, in addition to identifying the position of organizational citizenship behavior, deals with its uses in human resources productivity development.

Keywords

Citizenship behavior, organizational citizenship behavior, productivity, human resources productivity

Introduction

Since the creation, human being has always tried, having time and place limits, to make utmost use of accessible resources. In no time or under no circumstances, have there been unlimited facilities available.

Bearing in mind the ever expanding of the world population, and the scarcity of production facilities, even for the advanced industrial countries, optimum use of available facilities is considered the best way of rising production(goods and services) and, as a result, of rising human community welfare(Mougheli & Azizi 2000, p1). In fact productivity, for every country or organization is an essential factor to which achievement paves the way for economic growth. Productivity raises the gross national product, increases competitiveness and last not the least, makes quantitative and qualitative uplifting the life (Prajogo, D. I. & McDermott, C. M., 2011, p.717). Indeed, optimizing productivity is a concept which has been under considered in all economic political systems and human being has expected their fulfillment in their life.

On the other hand, changes in organizations of this era have led to changes in approaches to human resources. In this case human resources are introduced as the principal assets of organization, and thus those workers have become the principal operators of the main work flow and share holders of the organization. Therefore, the executives, in addition to having leadership skills, will need to have employees with suitable ethical and work features (Roy, Y. J. & Sheens, S.L., 2005, p 41). Hence, the existence of such praiseworthy traits as dedication, philanthropy, chivalry, work conscience, etc., for the workers, not to forget the greatness of the competition among organizations, are known as competitiveness advantages which allow praiseworthy behaviors to appear within the organization and can give birth to productivity enhancement. In fact, providing the ground for the development of organizational citizenship behavior can be one of the elements to organization's success in achieving higher productivity of the human resources. Consequently, studying the effects of organizational citizenship behavior on human resources enhancement has been the main axis for this study.

The Problem

According to the official Asian Productivity Organization (APO) report, Iran's share in Human Resources Productivity in Gross National Product is very concerning. So much so that in one statistic result the human resources productivity in India, China, South Korea, Japan and Bangladesh are respectively 42%, 47%, 43%, 53%, and 46% of their Gross National Product, while in Iran this amounts for less than 10% and practically no appropriate use of human resources in increasing the GNP has been attempted (John Wilkes & et.al, 2011, p22). Meanwhile by comparing productivity growth situation in some Asian countries, the least growth belongs to Iran (7% annual growth) and the most growth goes to South Korea and China (Mougheli & Azizi, 2011, p284). Also, the index for productivity of all production factors which explain countries general economic operation in terms of optimum use of production resources, in comparison ,that of Iran is close to zero, while this trend in other countries is soaring (John Wilkes & et.al, 2011,p23).

On the other hand in Public organizations there is a tremendous gap between the workers demands and the executives (Chavoushi, 2008). This gap often leads to furthering the distance between the managers' decisions from employees working conditions and consequently causing executing problems (Tellis, G.J, et.al, 2009, p23). Among all mental consequences from this outcome are resistance to executing decisions, obstinacy, lack of trust to the manager and finally resulting in distrust atmosphere. The follow up actions such as behaviors like disseminating rumors, emerging of opposition, politicizing, and working less, can take up an enormous organizational energy and increase the expenses and thus decrease the organization's productivity (Chavoushi, 2008).

The existence of subcultures like individualism, desire to instantaneous achievements, believing in destiny, etc., are often important factor in developing these undesirable behaviors and aggravating these

conditions in the organization (Chang, S.C. & Lee, M.S, 2007, p175). Going through various surveys indicates an existing certain Organizational Citizenship Behavior effect on reduction in the effects of these factors, so that the studies point out that organizational citizenship behavior is one of effective positive factors on these conditions (Tumipseed & et.al, 2000, p214). Furthermore the propensity of using citizenship behavior, due to the ever expanding worldwide competitions, innovation importance, flexibility, productivity and responding to the outside conditions is increasing (Yaghoubi, 2011). This is so because in the arena of rivalry, physical resources maintenance is only possible by spending material means, yet things like commitment, loyalty, and trust are not likewise attainable (Zareei & et.al, 2006).

Organizational citizenship behavior along with a set of voluntary informal behaviors, make effective improvement in organizational roles and duties (Appelbaum, 2004, p19).The individual, feeling the commitments toward his or her norms (organizational citizenship behavior), will behave beyond his or her official roles and duties. These behaviors are formed irrespective of any reward expectation (Taghavi, 2011, p119). Organizational citizenship behavior will lead to less tension among the members and thence provide the ground for improving individual operation effectiveness and efficiency (Hall, 2009, p382). Various studies show that organizational citizenship behavior, by providing unofficial individual commitments in individuals will directly affect positively on their organizational relationship and will oblige them to care more in their work operation (Mardokczy, & Xin, 2004, p3). In fact citizenship behaviors, with respect to role obligations that it creates in individuals, can be one of the grounds for human resource productivity in the organization.

Blood Transfusion Organization (Tehran Region), based on its innate mission and workplace particular features, and always requires to enjoy personal commitments and to obey work exigencies by its workers. For this, attention to such concepts as organizational citizenship behavior, not only eases the organization to achieve its objectives, it will also provide the ground for rise in workers operation productivity. Based on this, it is attempted that coupled with identifying concepts and operations of Organizational citizenship behaviors, the effects of it on human resources productivity will also be cared for. Therefore recognizing the stance of organizational citizenship behavior and its effects on enhancing human resources productivity of Blood Transfusion Organization (Tehran Region) is considered the main axes.

Hypothetical Framework of the Study

In this part by the help of present proposals and theories it is attempted to introduce the concepts of organizational citizenship behavior and human resources productivity in short and to consider their dimensions. Accordingly, after defining the variables and their study fields, in the final part the study background and the study model will be dealt with.

A. Organizational Citizenship Behavior

The root of the concept “Organizational Citizenship Behavior” originated for the first time from Barnard’s studies (1938) (Tabarsa & others, 2011). Bateman and Organ (2011), for the first time, used the term Organizational Citizenship Behavior. They defined this concept as part of workers operation which aims at improving productivity, unity and coherence in the workplace, the operations which are beyond obligations of individual workers towards the organization (Hodson, 2006, p70). Preliminary studies in this field, attended more at identifying the workers responsibilities and behaviors which often, in

vocational operations evaluations measured incompletely (or left unseen entirely), which were effective on improving organizational effectiveness (Biestock & et.al, 2003, p360).

Of the term “citizenship behavior” various definitions have been presented. In some, the organizational citizenship behavior is mentioned as a set of voluntary behaviors (which are not part of a person’s official duties), that lead to effective improvement of organization’s roles and duties (Appelbaum, 2004, p19). Organizational citizenship behavior is referred to as an individual voluntary behavior which leads to the improvement of effectiveness and efficiency of the organization operation (to which is not rewarded by the official systems of the organization) (Hall, 2009, p382).

Workers who enjoy this feature, exhibit behaviors beyond their official roles, duties and job details. Their objectives for doing these kinds of behaviors are not gaining any organizational reward, yet they use all their effort for improvement and development of the organization (Taghavi, 2011, p119). Studies show that those employees who act beyond their tasks and duties and show organizational citizenship behavior, enjoy a higher productivity and quality in their organization and work group (Podsakoff, 1997, p135). What is obvious is that citizenship behavior cannot be strengthened. Furthermore, these behaviors originated from the workers extraordinary efforts towards achieving organization’s expected success (Korkmaz, & Arpaci, 2009, p1). In one conclusion the key elements of citizenship behavior definitions can be divided into four parts below:

- A kind of behavior which is beyond workers official duties at organization;
- A kind of behavior which is formed in a voluntary way and based on individual intention;
- A kind of behavior which does not follow a direct reward and officially is not appreciated by the organization;
- A kind of behavior which is very important for upgrading the organization’s effectiveness and efficiency and also the operation success (Prajogo, D.I. & McDermott, C.M, 2011, p717);

Applying some of citizenship behaviors in the organization, above creating grounds for organizational success (Laville, J. J. & et.al, 2009, p342), it can have such results as management and workers productivity increase, freeing organizational resources (for administering in more useful purposes), decrease in resources supply, assisting in and out coordinated activities, intensifying the organization capability in absorbing and retaining workers, increasing firmness in action and raising organization adaptability to the environment (Podsakoff, 2000, p543).

Inference from the study of subject literature indicates a vast research that has been made by scientists in this field, so much so that there are almost thirty kinds of proposals in citizenship behavior (Yung, Chou, S, 2011). There are certainly a great number of overlapping proposals nevertheless this matter shows a lack of consensus about the dimensions of this concept. In the following table some of the proposals are briefed.

Table 1 - Varied views on OCB by some scholars

| Model Name | Attractive Dimensions in the Model | Sources |
|----------------------|---|---|
| Podsakoff Model | aiding, chivalry, self -initiative, social etiquette, organizational commitment, self-satisfaction and personal upgrading | Yilmaz, K. & Tas,dan M, (2009) & Prajogo, D. I. & McDermott, C. M, (2011) |
| Netemeyer Model | chivalry, social etiquette, work conscience, philanthropy | Hadizadeh, M.A & Tehrani, M, (2011) |
| Livia Markoczy Model | active, positive help and assistance refrain from hurting behaviors for coworkers and | Dipaola,M.F & Neves, P, (2009) |

| | | |
|-------------------------|---|---|
| | the organization | |
| Fareh & coworkers Model | Social etiquette, philanthropy, work conscience, personal inter-coordination and organization property protection | Hadizadeh, M.A, & Tehrani, M, (2011) & Markoczy & Xin, (2004) |
| Organ Model | Social etiquette, philanthropy, work conscience, chivalry and courtesy | Tsui, A.S, & et.al, (2006) |

Source: Authors, 2012

Among the above models, in terms of appropriate study level, “Organ” Model estimation and prediction power, as one of the most famous study on organizational citizenship behavior (Muhammad, Kashif, & et.al, 2011, p920), is the prime basis for the study of this variable in the present survey. Perhaps we would be able to say that the most reliable classification presented on components of organizational citizenship behavior has been presented by him which has become the basis for many studies by scientists. This model’s dimensions are social etiquettes, philanthropy, work conscience, chivalry, and courtesy (Hadizadeh, M.A, & Tehrani, M, 2011, pp 81-98). In this model social etiquettes, work conscience and philanthropy are propounded as active and positive assisting components. Against these chivalry and courtesy there are refraining components (to avoid inflicting damages to the organization). These dimensions are defined as follows;

- Social etiquettes: behavior that shows attention to participating in organizational social life.
- Philanthropy: assisting coworkers in the operations related to their duties.
- Work conscience: a behavior beyond presented official obligations in the workplace.
- Chivalry: tendency to patience towards annoyances, exactions, workplace unavoidable difficulties, without means of complaint or dispraise.
- Courtesy: consideration and care to the effect of personal behavior and its reflection on others (Markoczy & Xin, 2004,p3)

B. Productivity

The study of the way to increase productivity in a systematic manner and in the framework of scientific concepts has been seriously at the attention of scientists for about 230 years (Taheri, 2007, p20). Today productivity rise in organizations has become as the executives’ main concerns, in that, in many countries have based their principal development programs on productivity expansion. This issue ,in the past fifteen years has led to an increase in productivity worldwide up to 45 times (Khaki, 2004).

The term “productivity” literally means production ability, fertility and generative (Mougheli & Azizi, 2011, p5). In terms of applied productivity there is no common definition which would be acceptable by scientists. Some of the most well known definitions of productivity are mentioned in table two.

Table 2 - Productivity definitions

| Researcher | Definition | Source |
|------------|--|--------------------------------------|
| Irshad | Production power, fertility, generative, profitable and profit maker | Syed Irshad, A. &et.al,2011 |
| Davis | Changes which occur in the amount of the product as a result of utilized resources | Kwadwo Asenso-Okyerel & et. al, 2007 |
| Fabricant | Correlation Quotient between output and input | Ntonghanwah Forcheh & et.al,2007 |
| Siegel | Quotient between output and input and related to certain and | Richard Cuthbertson & |

| Researcher | Definition | Source |
|--|--|---|
| | specific production operations | et.al, 2011 |
| Sumanth | All agents productivity means the ratio between palpable output to palpable input | Soltani, Iraj, 2011 |
| Eisterfield | Ratio of production system output to the amount of one or some production agents that are utilized | KInla, Denis, 2009 |
| Anyaegbunam | Productivity means how much the organization utilizes the production resources in return for a certain amount of product | Anyaegbunam, H.N, et.al, 2010 |
| Shu Ling Lin | Maximization of resources, manpower and provisions utility in a scientific way in order to reduce costs and to satisfy workers, managers and consumers | Shu Ling Lin, 2010 & Seyed M. Aghazadeh, 2007 |
| National Iranian productivity Organization(NIPO) | Productivity is a culture, a rational insight to work and life, whose objective is making activities more intelligent for reaching a better and more active life. | Mougheli & Azizi, 2011 |
| Japan Productivity Center(JPC) | Productivity consists of maximizing resources, man power, facilities and the like, in a scientific way and minimizing production costs , expanding market , job opportunity ,putting effort for increasing realistic wages, and improving lifestyle in a way that is beneficial to workers, managers, and all consumers. | Anne Gibson, 2011 & Berman, Evan M. 2006 |
| International Labor Organization(ILO) | Productivity consists of the relation between the output resulted from a production system with inputs utilized such as land, asset, workforce and so on in order to produce that output. | Anne Gibson, 2011 & Giuliana Battisti, & Alfonsina Iona, 2009 |
| Idris & Rahma | Human resources productivity is maximum appropriate use of manpower in order to move towards organization objectives under the least time and lowest cost. | Idris Jajri & Rahmah Ismail, 2010 |
| Mandela | Productivity is the concept of the ratio of production output to a unit of resources used, which is compared with basis similar period. | Fiona Hass & Hamphry, 1998 |

Source: Authors, 2012

Scientists have accounted for various levels for productivity. Some of the levels are: individual level, group work level, organization level, field level (trades, services, industries and agriculture), economic level, world level and so on (Mougheli & Azizi, 2011, p92). Although various levels have been presented for productivity, it is clear that in all categorizations individual level are the basis and foundation for other levels. Furthermore, productivity rise in the individual level will end up in productivity increase in other levels (Abtahi, 2004, p121). All workers of an organization ie. all people who work in that organization, whether workers, employers or the like, are the most important components in the betterment of the organization (Mougheli & Azizi, 2011, p171). An efficient work force is the most important and the most valuable asset of a nation (Karaminia, 2011). Hence, the prominent domain of the study in this survey rests upon “human resources productivity”.

In terms of the dimensions of human resources productivity a vast amount of researches and surveys have been carried out. In consideration, “Hersey and Gold Smith” Model, due to its universality and attention to recognition of components which are effective in providing human resources productivity (John Wiles & et.al, 2011, p31), has been chosen as the significant ground for the exploration of the dimensions of human resources productivity in this proposal, especially because this model has been the basis of tens of studies in this field. Based on this theory, human resources productivity consists of seven dimensions. These dimensions are composed of: A- Ability (knowledge and skills), C- Clarity (conception or imagination of the role), H- Help (organizational support), I- Incentive (intention), E-

Evaluation (operation feedback), V- Validity (justice), E- Environment (environment proportionality). Combining all the seven letters makes up the word ACHIEVE, which the model is known by (Bernard C. Beaundreau, 2009). The dimensions of this model are defined below:

- Ability (knowledge and skills): It refers to the knowledge and skills of the followers in doing a task successfully which includes the knowledge related to the task, experience related to the task and merits related to the task.
- Clarity (conception or imagination of the role): It corresponds to the conception and acceptance of the work method, place and the way to deal with the job. This conception needs clarity in objectives and distinct way in reaching them.
- Help (organizational support): Some of the organizational supports include human resources, budget, facilities, accessibility of products and the quality.
- Incentive (intention): People by nature are inclined to follow those tasks which end up in rewards and refrain from other tasks. Rewards can be palpable or impalpable.
- Evaluation (operation feedback): Evaluation is said to be the daily actions feedback and occasional assessments. If people are not aware of their shortcomings, improvement of their actions cannot be expected.
- Validity (justice): It is referred to proportionate and realistic decisions made by the manager for the human resources.
- Environment (environment proportionality): It is referred to those foreign agents that can affect actions even when having necessary capability, clarity, support, and incentive. The key environment components are competition, changes in market conditions, government regulations, preparations and ... (Bordbar, 2009)

On the relation between citizenship behavior and human resources productivity a number of studies have been carried out outside Iran. As an example, a survey done in some countries like USA and Romania indicates the direct relation of citizenship behavior with human resources (Tumipseed & et.al, 2000). (Though, this relationship, in some of studies, is more powerful and a stronger connection between the two concepts has been indicated). In another survey, results showed that organizational citizenship behavior can have some positive effects on reducing tension among organization workers and thus set the ground for uplifting workers actions effectiveness and efficiency and in turn bring about human resources productivity (Hall, 2009, p382). Also, in researches that have been made Podsakoff found that citizenship behaviors with the rate of action mentioned above has a positive relation (Podsakoff, 2010). In addition to all that was said, having studied surveys inside Iran, indicates a lack of attention to this subject among all studies worked out and also the newness of it. In fact a study with the scientific approach about the study of the effects of organizational citizenship behavior on human resources productivity lacks every scientific history.

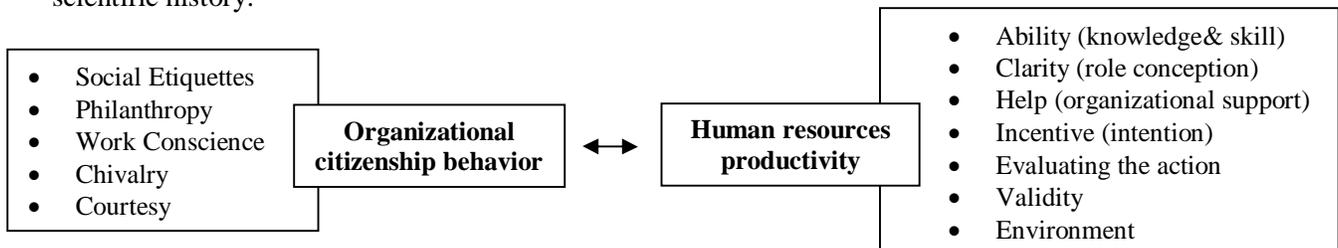


Diagram 1 - The Contextual Model of study (source: Authors, 2012)

Therefore identifying the relationship is the prime objective of this research, which is formatted and presented as “the research for the effect of organizational citizenship behavior on human resources productivity in Blood Transfusion organization of Iran –Tehran Region”. Indeed, this study, in addition to the study of the importance of organizational citizenship behavior, it identifies its effects on human resources in the community under study.

Hypothesis

In this study there have been compiled one prime hypothesis and five minor ones in order to achieve the study goals. The major hypothesis in this survey is “organizational citizenship behavior is influential on improving human resources productivity”. Based on the study main hypothesis, minor hypotheses are as follow:

1. “Social Etiquette” Dimension of organizational citizenship behavior (OCB) is influential on human resources productivity (HRP).
2. “Philanthropy” Dimension of OCB is influential on HRP.
3. “Work Conscience” Dimension of OCB is influential on HRP.
4. “Chivalry” Dimension of OCB is influential on HRP.
5. “Courtesy” Dimension of OCB is influential on HRP

Methodology

This study, by objective, is an applied one, which has used “Descriptive – Measuring” Method for collecting the data. As mentioned, for the importance, “Hersey & Goldsmith” Model in productivity (ACHIEVE) has been considered as the measurement criterion for constituents forming human resources productivity. On the other hand, for measuring organizational citizenship behavior, “Organ” Model is considered as one of the strongest study models in the field of organizational citizenship behavior. The subject domain of this study has done a research into the effect of organizational citizenship behavior on human resources productivity in Blood Transfusion Organization of Iran – Tehran Region. The statistical study samples are a community of all the workers and managers of staff and headquarter of this organization accounted for 479persons. Using the formula of determining sample volume in the two-term space in limited communities, the sample volume of 214 is determined which corresponds to the results of the table of Krejcie, R.v. & Morgan, D.W.

$$n = \frac{N \cdot \left(\frac{Z_{\alpha}}{2}\right)^2 \times p \cdot (1-p)}{\varepsilon^2 \cdot (N-1) + \left(\frac{Z_{\alpha}}{2}\right)^2 \times p \cdot (1-p)} \quad n = \frac{479 \times (1/96)^2 \times 0/5 \times (1-0/5)}{(0/05)^2 \times (479-1) + (1/96)^2 \times 0/5 \times (1-0/5)} = 213/4321$$

Considering the study category of the survey (workers and managers) and the community samples being non-different, for sampling, the simple random drawing was used. The main tool for collecting the data is questionnaire. Eligibility of the questionnaire was verified by using standard tests in human resources productivity and organizational citizenship behavior section. Also, by calculating the quantity of Krunbach alpha the durability of the questionnaire reached to 0.895. The received data was also analyzed by using linear regression analysis (via software SPSS) and structure functions (software LISREL).

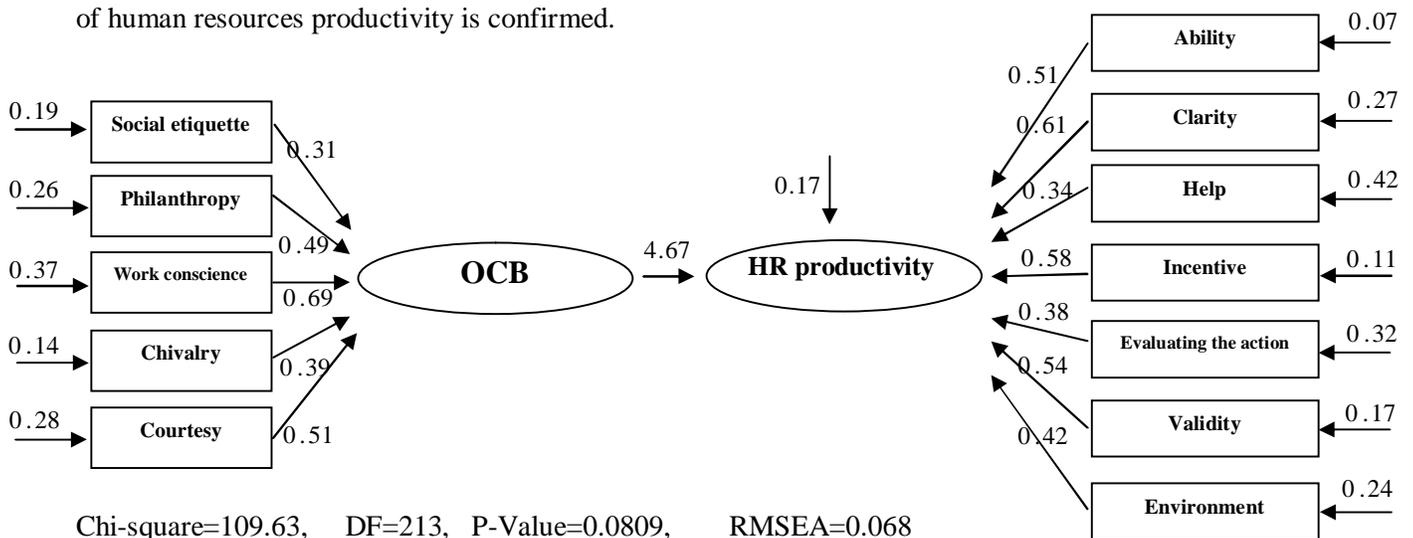
Data Analysis

In order to analyze the collected data, various analyses and tools have been utilized. For summarizing the data and assessing the study hypotheses and identifying the relationships among the variables the structural functions model and LISERL¹ software have been applied, so that finally, the effect of organizational citizenship behavior on human resources productivity in the form of a relationships pattern can be derived. For analyzing and grasping the result about the study hypotheses, inferring analysis has been employed. At this part, the software SPSS has been used to study and analyze the minor hypotheses of the study and assess the degree of the influence of the independent variable dimensions (belief and behavior dimension) on the dependent variable from the linear regression analysis.

Table 3 - Results of tests, coefficients of functions & line of regression of minor hypotheses

| Statistical hypothesis | Variables | T0 | T1 | Linear Regression function |
|---|---------------------------|--------|-------|----------------------------|
| First minor hypothesis (social etiquette dimension) | meaningful values P-Value | 26.057 | 4.91 | Y= 0.324 + 0.121×X1 |
| | | 0.000 | 0.000 | |
| Second minor hypothesis (philanthropy dimension) | Meaningful values p-Value | 11.903 | 3.37 | Y= 0.214 + 0.302×X2 |
| | | 0.000 | 0.000 | |
| Third minor hypothesis (work conscience dimension) | Meaningful values p-Value | 19.243 | 7.23 | Y= 0.412 + 0.452×X3 |
| | | 0.001 | 0.004 | |
| Fourth minor hypothesis (chivalry dimension) | Meaningful values p-Value | 41.357 | 5.21 | Y= 0.114 + 0.281×X4 |
| | | 0.000 | 0.000 | |
| Fifth minor hypothesis (courtesy dimension) | Meaningful values p-Value | 25.224 | 2.08 | Y= 0.517 + 0.270×X5 |
| | | 0.004 | 0.002 | |

Having had the results, by using the SPSS software analysis of collected data (test T), as it is seen in Table 3, all coefficients of linear regression functions about the model of organizational citizenship behavior are confirmed and are meaningful. Therefore all regression lines related to the minor hypotheses have been meaningful and the existence of effects of every one of these dimensions on the enhancement of human resources productivity is confirmed.



¹ Linear Structural Relationships

Diagram 2 - Structural functions model of the study

Further on, with the assistance of structural functions analysis the effects of independent variable dimensions (organizational citizenship behaviors) on dependent variable (human resources productivity) have been examined so that the necessary answer about rejecting or confirming the main hypothesis of the study could be derived. Theoretically, hidden variables or the agents are the reasons for the foundation of the measurement variables. A complete model of structural functions in this study is seen in diagram 2. The influence manner of the variables is demonstrated in the diagram by arrows which represent the theoretical relationships among the hidden and apparent variables.

Diagram 2 illustrates specific relationships among the main variables of the survey (the main hypothesis). Consequently we can confirm the effect of citizenship behavior on human resources productivity and establish their relationship in the form of a structural function, as shown in table 5. The thorough relationship of structural functions model can be observed in the function below:

Table 4 - structural functions

| |
|---|
| $\varepsilon_1 + (\text{organizational citizenship behavior}) \gamma_1 = \text{human resources productivity}$ |
| $0.17 + (\text{organizational citizenship behavior}) 4.67 = \text{human resources productivity}$ |

- (Hidden independent variable): organizational citizenship behavior
- (Hidden dependent variable): human resources productivity

The most important output and assessing index of the software LISREL for relationship proportionality is the GFI index, whose closeness to one (100%) indicates the proportionality of the study relationships. In fact this index indicates the percentage of the power of estimating given variables in the model. The study model has the capability of estimating 91% of the relationships, which indicates the proportionality of the relationships and the existence of the effect from organizational citizenship behavior over human resources productivity. Considering that the whole linear functions in the path diagram have proportionality with the observed data, it can be inferred that the existence and reality of the eminent model is meaningful and this model is an appropriate one for responding to the hypothesis of the study (an appropriate estimating tool for recognition of the effect of organizational citizenship behavior over human resources productivity). The results of the tests corresponding to the general proportionality of structural functions model is presented in table 5.

Table 5 - the result of general proportionality of relations

| Test result | Acceptable Scope (in path analysis) | Quantity | Index Complete Title | Index Statistical Title |
|-------------------------------|-------------------------------------|------------------|---|-------------------------|
| Model confirmed | $\chi^2 / DF < 2$ | 109.63/213=0.514 | Chi-Square Divided to Degree of Freedom | χ^2 / DF |
| Model confirmed | P-Value > 0.05 | 0.0809 | Significance Level | P-Value |
| Model confirmed | RMSEA < 0.09 | 0.068 | Root Mean Square Error of Approximation | RMSEA |
| Model confirmed | GFI > 0.9 | 0.91 | Goodness of Fit Index | GFI |
| Model confirmed | AGFI > 0.9 | 0.95 | Adjusted Goodness of Fit Index | AGFI |
| Model Approximately confirmed | PGFI > 0.9 | 0.89 | Parsimony Goodness of Fit Index | PGFI |

| | | | | |
|-----------------|------------|------|---------------------------|-----|
| Model confirmed | RMR < 0.09 | 0.07 | Root Mean Square Residual | RMR |
| Model confirmed | CFI > 0.9 | 0.92 | Comparative Fit Index | CFI |
| Model confirmed | IFI > 0.9 | 0.91 | Incremental Fit Index | IFI |
| Model confirmed | NFI > 0.9 | 0.93 | Nor med Fit Index | NFI |

Discussion and Conclusion

In this study the analyses are dealt with via two approaches. In the first approach the given relationships in every study proposal is analyzed separately in order to study the effect of each constituting element of organizational citizenship behavior, distinctly, on productivity (linear regression). In the second section, all relationships among these dimensions are defined in the form of a comprehensive model and, assisted by structural functions modeling technique, they will be assessed in order to recognize the general relationship of the two main variable and the principal hypothesis of the study will be responded to.

Bearing in mind that the existence of some unwanted behaviors in government organizations (rooted from several factors), end up in reduced productivity in those organizations, it is the organizations' managers' duty to pay attention to the reducing factors for these abnormalities. One of the ingredients that can reduce peculiar behaviors in the organization is "organizational citizenship behavior". In fact, these informal behaviors lay the foundations for the enhancement of human resources productivity. It is so because utilizing capable, diligent, committed, decorated in good traits and merited behaviors, are considered exclusive competitive behaviors for the organization and these persons' deeds will hold nothing but enhancement of productivity.

The departments of Blood Transfusion organization (Tehran Region), based on their intrinsic mission and special qualities of their work environment, which always need to possess individual commitment and following work obligations by their worker, seem necessary to pay attention to this concept. Therefore, identifying the stance of organizational citizenship behaviors and their effects on enhancing human resources productivity, in this part, became the main axis of the research and a model for establishing this relationship was reached. Hence the results derived from the analyzing the model of structural functions indicate a confirmation for the main proposal of the study and the existence of effects on organizational citizenship behaviors on enhancing human resources productivity in the community of the workers of Blood Transfusion Organization – Tehran Region. Analysis of the model has an indication of proportionality of the model and predictability of up to 91% in productivity changes, by the effects of organizational citizenship behaviors. Thence, this indicates the good proportionality and strong conformity of the derived model. Considering that the whole set of linear functions in the path diagram has proportionate result in the observed data, it can be concluded that the existence and the reality of the eminent model is meaningful, and in addition to the existence of a relationship among the variables, the cause and effect connection is also established (the pattern well-confirms the main hypothesis of the study).

Having had all these findings (the relation between the independent and dependent variables) and analyzing the study hypotheses, it can be said that the positive and extending effects of the factors of organizational citizenship behaviors on human resources productivity and study pattern, are paradigmatic patterns of effective, improved organizational citizenship behavior on productivity enhancement. Hence,

the care for the dimensions of citizenship behaviors can be a major step in enhancing the human resources productivity of the under-the-study organization.

Also the results of the linear regression indicate the meaningfulness of the effect of each under-the-study dimension of citizenship behaviors on manpower productivity (confirming all the minor of the study). Having gotten these results, it is witnessed that the weight of the effect rooted from work conscience (the third minor hypothesis), has been more, as compared to other variables and against this the weight of the effect rendered from social etiquette dimension (the first minor hypothesis) has been the least (these results are in accordance with the derived results from the studied relationships in structural function models). Therefore, it is required that the executives of the organization in administering citizenship behaviors in increasing their workers productivity bear this in mind that in their short run plans pay fair attention to work conscience as an advantage and in their long run pay good attention to social etiquette as a disadvantage. Hence, having considered the study results, the recommendations below are given for application:

In taking better advantage of the findings and results of the study in establishing organizational citizenship behavior, for enhancing the productivity, two procedures are considered. The first one is to observe the dimensions of social citizenship behavior, like chivalry, philanthropy, social etiquette and courtesy, as part of components for the job offer condition in the process of recruitment (specially, after approving their specialized and vocational competence, among the qualified ones). Second attention and strengthening the dimensions citizenship behavior following the recruitment, including educating the dimensions of citizenship behavior to the workers, providing the conditions and facilities for executing and creating organizational citizenship behavior, establishing and applying reward and appreciation towards citizenship behavior and activities in the organization for creating the ground for incentive or strengthening behavior, presenting advanced patterns and managers attention to the concepts of citizenship behavior in the organization.

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