A Review of the Relationship between Staff’s Organizational Citizenship Behavior and Customers’ Satisfaction in Dezful’s Power Distribution Company

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Abstract

The present article was done with title of the a review on the relationship between staff’s organizational citizenship behavior and customers’ satisfaction in Dezful’s power distribution company above mentioned organization personals and customers are the studied society that depending on Morgan table, the sample numbers are 108 & 216 people. For examining these theories, a questioner was designed. Theses questioners consist of two parts that first part is connected with organization citizenship behavior and second part connected with customers satisfaction. These mentioned questioners are standard. Cronbach alpha coefficient of the questioner was calculated by means of SPSS software and value %85, %88 its final admission was obtained. For analyzing the collected data, person correlation coefficient has been use, and obtained results indicated that there is a relationship between organizational citizenship behavior and customers satisfaction. Considering the result, the main theories were accepted. Because of being a relationship between compliance, loyalty, participation and customer satisfaction, the three minor theories were admitted. Considering the said results, it was suggested that above-mentioned organization must consider compliance, loyalty, participation as principle factor for increasing its satisfaction customer and try to promote and to strengthen these indexes in practice.

Key Words: Organizational Citizenship Behavior, Customer Satisfaction, Compliance, Loyalty, Participation.

1-Introduction

The behavior of the staffs in the work environment has attracted the attention of many scientists in the last decades. A variety of behaviors have been investigated when their concept was shrinking (weakening). These behaviors encompass social oriented behaviors, beyond role behaviors, and organizational citizenship behavior. Good citizenship is a notion which encompasses a variety of staffs’ behavior and some of them as follows:

- Performing subsidiary tasks, obeying organizational regulation even when he's not under the surveillance of anyone, trying develop the organization and help to keep the positive view and bearing the unwillingness’s at work. The importance of these kinds of organizational behaviors is in the results they bring along. These behaviors were neglected in analyzing the staff’s behaviors in the past.
- The recent researches confirm that the staff's behaviors and views as an important part will have a great influence on Customers' satisfaction will the presented services. A study on this topic Shows that staff's various behavioral views and responses can have a positive or negative influence on the customers' satisfaction with the presented services. (Hassani Kakhaky and Gholi Por, 2007, page 116).
- This article goal is reviewing the relations hip between the indices of organizational citizenship behaviors (obedience) faithfulness and cooperation) and the customers' satisfaction in Dezful Power Distribution Company.

2-Statement of the Research Question

Despite of the fact that organizational citizen ship behaviors are considered to be part of optional and volunteer behaviors not individuals official tasks), they would be followed by them and they cause to develop organizational roles and tasks effectively (Appelbaum & et al, 2004, 25).

Organizations won’t be able to develop themselves effectively without individuals' volunteer cooperation. There's a great discrepancy in volunteer and obligatory cooperation. In the obligatory status, individual follows his tasks according to the specified regulations but in the volunteer cooperation, we face with a
behavior beyond the duty and society expectations and in this status, individuals' ignore personal benefits and this facilitates achieving organizational goals (Toreh, 2006, page 49). Customers' Satisfaction is that kind of feeling that man feels due to responding customers' expectations or adding to their expectations (Mohammadi, 2004).

So, skills and the viewpoints in staffs' behaviors are really important because the staffs are responsible for the quality of the services they provide for customers. In fact, the customer oriented programs program their activities according to their customers, expectations and preferences and they try to keep their customers satisfied.

For this reason, with respect to the importance of the organizational citizenship behavior in the advanced countries, this paper tries to study the organizational citizenship behavior in the under study organization, and satisfaction in Dezful Power Distribution Company.

The main question is: "Can citizenship behavior have a positive and meaningful relationship with the customers' satisfaction?"

And also, due to the fact that this paper divides the organizational citizenship behavior in to three parts (organizational obedience, faithfulness and cooperation), We are trying to answer this question: "Which one of the dimensions has the greatest influence on customers' satisfaction?"

3- Importance and Necessity of the Research

Today, citizens are considered to be one of the most important resources for the organization, so their behavior can be considered very important. Citizenship behavior is a useful behavior that individuals present it voluntarily.

Despite the fact that these behaviors aren't paid for official rewards they develop inspiration and Performance in the organization.(Buentello, 2008).

So, recognizing the importance of organizational citizenship behavior is really important for today’s organizations presenting services is formed as an important part of their activity are seeking to create a system in order to have a relationship between human resources Policies and service staffs' expected performance in order to have a positive influence on customers' understanding and satisfaction regarding the quality of the presented service. Customers' satisfaction is really necessary for the organization to survive and its' considered to be the most important necessity for all organizations.

So, in order to flourish the human Power, in this changing situation, with severe competition, with regard to Dezful's Power Distribution Company manager's viewpoints to run this research for minimizing the distance between customers' and staffs' expected quality and attracting experts' interest in cooperating with the company and finally maximizing the company's reputation in society, this research seems to be very necessary, so that, through discovering the relationship between staffs' organizational citizenship behavior in Power Distribution Company and its influence on customers' satisfaction, the general profile for developing the performance, maximizing services quality and finally company's customers' satisfaction is presented.

4-Research Back Ground

Bienstock and et al (2003) came to the conclusion that organizational citizenship behavior is an important factor in increasing services quality. Castro and et al (2004) came to the conclusion that there's a positive relationship between staffs' organizational citizenship behavior and customers' faithfulness. Buentello (2008) came to this contusion that organizational citizenship behavior can improve comprehensive quality management and the performance.

So, organizational citizenship behavior increases services quality and customers' satisfaction at last. Foote and et al (2008) came to the conclusion that organizational citizenship behavior is an important factor in marketing, job satisfaction and customers' satisfaction. Whitman (2010) came to the conclusion that organizational citizenship behavior increases the performance and finally the customers' satisfaction.

5-Research Theories

Main Theory

There's a positive and meaningful relationship between staffs' organizational citizenship behavior and customers' satisfaction in Dezful's Power Distribution Company.

Subsidiary Theories

There's a positive and meaningful relationship between staffs' organizational obedience and customers' satisfaction in Dezful's Power Distribution Company.
There’s a positive and meaningful relationship between staffs’ organizational loyalty and customers’ satisfaction in Dezful's Power Distribution Company. There’s a positive and meaningful relationship between staffs’ organizational cooperation and customers’ satisfaction in Dezful's Power Distribution Company.

**Research Goals**

**Main Goal**
Reviewing the relationship between organizational citizenship behavior and customers' satisfaction in Dezful's Power Distribution Company.

**Subsidiary Goals**
- To review the relationship between staffs’ organizational obedience and customers' satisfaction in Dezful’s Power Distribution Company.
- To review the relationship between staffs’ organizational loyalty and customers' satisfaction in Dezful’s Power Distribution Company.
- To review the relationship between staffs' organizational cooperation and customers' satisfaction in Dezful's Power Distribution Company.

So, this research assists to present better services and to decrease the costs and maximize the organizational success and customers' satisfaction through analyzing and reviewing citizenship behavior indices and customers’ satisfaction in Dezful's Power Distribution Company.

**6- Research Theoretical Framework**

Research variables including forecast variable organizational citizenship behavior which contains organizational obedience, loyalty and cooperation according to Graham's 3D model (1991) that their variances will be recognized by customers' satisfaction variable which is the criterion variable. Wallz and Nihaf reviewed the relationship between organizational citizenship behavior and performance criteria of a restaurant in 1996 and they realized that there's a positive relationship between citizenship behavior and income increase and service quality and on the other side, it will decrease the costs and staffs' dissatisfaction. Due to the organizational citizenship behavior staffs will voluntarily perform far more beyond their tasks, absence and delays decrease, organization workability develops and the customers will be satisfied with the company’s services and satisfaction happens. With respect to above mentioned cases which reflect the positive relationship between the organizational citizenship behavior and customers' satisfaction, the research main theory forms which states, “there’s a meaningful and positive relationship between staffs’ organizational citizenship behavior and customers’ satisfaction.”

Organizational obedience is one of the organizational citizenship behavior indices that causes staffs to do their duties completely well and helps them follow their responsibilities in the best way and respect the organizational laws. So, organizational obedience reflects an action which is non-personal and most of its advantage) are for the organization benefit, so, there’s a positive and meaningful relationship between organizational obedience and customers’ satisfaction podsakoff and Mackenzie mentioned that organizational loyalty as an organizational citizenship behavior indices can help support organizational mission and targets, value variety orientation, endure the problems without any complain and stay in the organization despite all temporary hard times and problem and at the end, it can help staffs develop services quality and keeps them in a high level. And a high level of stability in services causes a stable level and status for the customers in the organization.

Organizational cooperation is another index of organizational citizenship behavior improves the organization through developing and increasing interactions among the managers, staffs and holding in official meetings to solve colleagues' problems in social and group activities which are related to the organization and the staffs. Tending to suggest innovations to improve the organization and its Processes and also solving severe problems regarding the presentation of the services so fast can expand the staff Jurisdiction. So, cooperation can increase the speed of presenting the services along with improving the services quality and consequently through increasing service quality and responding quality and also solving the clients' problems can create high satisfaction (Podsakoff and Mackenzie, 2000).
So, with regard to the meaningful relationship between the dimensions of organizational citizenship behavior (obedience, loyalty and cooperation) and customers’ satisfaction, the research model is as follows:

![Research Model](image.png)

Fig.1: Research model (self-made)

**Research Approach**

**Research type:**
This research is a description of correlation type according to the goal and workability and it is based on data collecting approach.

**7- Society and Statistical Sample**
Statistical society of this research is Dezfuls’ Power Distributing Company staffs and higher (150 staffs- we selected 108 persons, through a simple random sampling according to Morgan's chart and also 250 clients were selected).

250 questionnaires were distributed and 216 of them were complete and the statistical calculations were followed on them.

**Data collecting approach**

In order to collect data to analyze organizational citizenship behavior, podsakoff questionnaire containing 15 questions was used. In order to evaluate the customers’ satisfaction questionnaire containing 15 questions was used. Both questionnaires questions were prepared using liker's five beams. To make sure of the measurement reliability, the questionnaire reliability the questionnaire reliability coefficient was defined through 30 questionnaires as Pretest and the reliability coefficient was achieved through Cronbach ‘s Alpha (for organizational citizenship behavior 85% and for customers' satisfaction 88%).

**8- Data analyzing**

To analyze the data, correlation coefficient was used to test the relationship between the variables by SPSS software. Correlation between the research variables is mentioned below:

<table>
<thead>
<tr>
<th>Forecast variable</th>
<th>Index Variable</th>
<th>Correlation coefficient</th>
<th>Meaningfulness Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffs’ Organizational Obedience</td>
<td>Customers' Satisfaction</td>
<td>0.931</td>
<td>0.001</td>
</tr>
<tr>
<td>Staffs’ Organizational Loyalty</td>
<td>Customers' Satisfaction</td>
<td>0.260</td>
<td>0.001</td>
</tr>
<tr>
<td>Staffs’ Organizational Cooperation</td>
<td>Customers' Satisfaction</td>
<td>0.362</td>
<td>0.001</td>
</tr>
</tbody>
</table>

With regard to the above chart, correlation among all the dimensions is meaningful.

Now, for prioritizing the dimension of organizational citizenship behavior, we can use multi-variable correlation coefficient.
### Table 2: Prioritizing Citizenship Behavior Dimensions

<table>
<thead>
<tr>
<th>Variable Index</th>
<th>Forecast Variables</th>
<th>Multi-Coefficient</th>
<th>Det. Coefficient</th>
<th>F. ratio</th>
<th>P. Probability</th>
<th>Regression Coefficient</th>
<th>Prioritization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Obedience</td>
<td>0.931</td>
<td>0.867</td>
<td>F=688.16 P=0.001</td>
<td>β = 0.931 t = 26.33 P = 0.001</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customers’ Satisfaction</td>
<td>Organizational Loyalty</td>
<td>0.033</td>
<td>0.878</td>
<td>F=3.15 P=0.001</td>
<td>β = 0.033 t = 0.878 P = 0.3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational Cooperation</td>
<td>0.021</td>
<td>0.558</td>
<td>F=0.5 P=0.5</td>
<td>β = 0.021 t = 0.558 P = 0.5</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

As you can see, organizational obedience is the highest degree and organizational loyalty is the lowest one.

**9-Discussion and Conclusion**

Due to the fact that organizations need flexibility and quick match with fast changes and increasing quality in customers' demands, the competition advantage of facing the rivals is to survive. So, citizenship behavior is a kind of beyond-role behavior which can step on through creating be refits such as more productivity, comprehensive quality and improving quality of life in order to create this competitive advantage.

In this paper, a review was followed on the relationship between organizational citizenship behavior (obedience, loyalty and customers' satisfaction. The achieved results of the correlation coefficient shows that all three dimensions of citizenship behavior and customers' satisfaction has a meaningful this result matches with Bienstock and et al (2003), Castro's and et al (2004), Buentello (2008), Foote and et al (2008) and Whitman (2010).

**Research suggestions**

- It prepares development and promotion possibility for the staffs thrush correct organizational processes.
- It also creates a fascinating and favorite atmosphere for the staff
- To try to in from the staff regarding the announcements and news
- The culture of organizational citizenship behavior can be advanced through giving positive energy for the staffs that follow the organizational regulations.
- Developing and enriching staffs job.
References