The Relationship between Work Engagement and Organizational Citizenship Behaviors of Staff in Bank of Sepah

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ABSTRACT

Background: organizational citizenship behaviors are meta functional and spontaneous behaviors which put the staff in a situation that acts beyond their job duties and expectations, voluntarily. Objective: The current study aims to the relationship between work engagement and organizational citizenship behaviors of staff in Bank of Sepah in Isfahan city. Results: The analysis of the data showed that among the components of work engagement, there is a significant relationship among three ones, dedication (r= 0.351, p<0.01), vigor (r=0.517, p<0.01) and absorption (r= 0.439, p<0.01) with the organizational citizenship behavior. The study results showed that among the components of work engagement, the best predictor of organizational citizenship behavior is vigor in the first step, and then absorption. Conclusion: In order to increase organizational citizenship behavior of employees of organizations, some strategies should be employed to increase work engagement.

INTRODUCTION

Today organizations need to the enthusiastic energetic staff. The staff who have a great deal of interest in their work. In general, the enthusiastic staff is attracted by the work, fully and does the duties desirably [2] [1]. In recent years, studying on the positive psychology has created an innovative approach for many social psychologists. The approach focuses on the scientific study of positive experiences, happiness and psychological welfare and positive human resources rather than emphasis on the symptoms of negative concepts and sadness [35].

The structural passion was appeared in Kahn's books for the first time. He used the word personal engagement and defined it as an individual's use or expression physically, cognitively and emotionally in the direction of inter-role performances [36]. In academic books, many definitions have been provided for this emotional process. Often, an employee's engagement, emotional and intellectual commitments to an organization or his voluntary efforts shown by the employee have been defined in his work [29].

Schaufeli and Bakker [32] defined the work engagement as "a fully positive, effective, and motivational manner in staff, a kind of mental state related to the work and three individual aspects, engagement, vigor, dedication and absorption.

Different researchers considered various aspects for work engagement:

A. Vigor: it is described by a high level of energy, mental flexibility when working, engagement to investing in work and resistance even in dealing with work problems. Therefore, an employee who has a lot of vigorous feeling in his job, is motivated by the job and there is a high probability to persevere in facing problems [25].

B. Dedication: it is another aspect of work engagement which refers to an employee's psychological intense attachment to work. This aspect is a combination of the feeling of significance, engagement, inspiration, self-glorification and challenge [31]. In definition of dedication, Schaufeli and Bakker [32] state that dedication is evaluated as a sense of importance, engagement and pride. It is measured by some items such as "I am enthusiastic about my job".

C. Absorption: the third aspect of work engagement is absorption which is described by an individual's deep focus on work and hard detachment of work, quick passage of time and forgetting all things around during

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working. Some authors stated that the experience of attracting to work is like the experience of sinking [14], [22], [23].

In definition of absorption, Schaufeli & Bakker [32] state that absorption is full focusing on work where time is passing quickly. An example of absorption measurement is that it is measured by "I feel happy when I work widely."

A most important consequence of employees' engagement is the improvement of their work performance [15], [33]. The meta-functional performance or organizational citizenship behavior is an aspect of work performance which has a relationship with work engagement. In a study by Bakker et al [3] employees interested in meta-functional performance were evaluated well than their colleagues [4].

The expression "organizational citizenship behavior" was proposed by Organ et al in 1983 for the first time. They were inspired it by the discussion "willingness to cooperate" proposed by Bernard and the discussion "differentiation of dependent performance and creative behavior and innovation" proposed by Katz & Kahn [13], [16], [18]. Organizational citizenship behavior is a set of voluntary behaviors which are not a part of an individual's formal behaviors but they have the most benefits for an organization [28], [21]. Bernard (1983) believes that organizational citizenship behavior goes further an individual's certain role in an organization and is done based of an individual's self-motivating activities and personal cooperation without economic exchange and this is the very organizational citizenship behavior [13], [10]. The behaviors which are done based on the individual voluntarily and are not appreciated directly through formal reward system of an organization, the behavior of an individual who has vision and enhances the effective performance of the organization [11].

Employees' organizational citizenship behaviors have different aspects and each researcher pointed out to some special parts.

Altruism: this aspect refers to the useful and productive behaviors such as intimacy, empathy and compassion among colleagues which help the employees with business problems directly and/or indirectly [12].

Sportsmanship: it refers to employees' tendency to be patient against undesirable situations without complaint, displeasure [1], [19].

Civic virtue: it is defines as the behaviors represent an individual's active participation during working and lead to increase the organizational credit [17].

Conscientiousness: it refers to meta-functional optional behaviors which go further to the work requirements, work ethics and duty and is further of the minimum duties expected from employees by an organization. This aspect is a state in which organization members do some special behaviors which is further than the minimum level of duties needed to do that activity ([12].

The aspects of organizational citizenship behavior which increase the performance include some elements that increase the social investment, save time, help to solve problems, enhance individuals' morale and develop culture [26].

Organizational citizenship behavior can increase organizations achievement through efficiency further than financial allocation and personal resources. Organizational citizenship behavior creates an organization with additional resources and removes the need to expensive formal buildings, or obviously the achievement process will be so hard [8].

The age of globalization created the increased dependences among people, groups and organizations. Therefore, it created more needs for cooperation and meta-social interactions within and among organizations. So, it has had a fundamental role in increasing organizations efficiency and survival [20].

Organ defines organizational citizenship behavior as a behavior which is shown by employees as a good soldier. Organizational citizenship behavior is perceived as "good soldier syndrome" in the context of organizations. In several years ago, Batman & Organ studies the job satisfaction and the good soldiers, the relationship between employees' results and citizenships which is the reasonable basis to develop the relationship between employees' engagement and citizenship behavior. noted that engagement is the sense of commitment and additional effort. These terms describe employees' engagement as a fictitious force which motivates employees to have a high (or low) performance and voluntary behavior [7].

found that work engagement is not related to the organizational citizenship behavior just positively, but mediates the relationship between personal characteristics and OCB. Similarly, heuristic analysis of the work engagement results confirms the positive relationship between engagement and organizational citizenship behavior [27]. Bartlett et al [6] conducted a study titled “study of the relationship between work engagement and organizational citizenship behavior in business organizations”. They found that there is a relationship between work engagement and organizational citizenship behavior. The results also showed that 27% variance for civic virtue, 13% variance for conscience and 5% variance for respect are common with work engagement.

In their study, Babcock-Roberson & Stricklank [5] studied the relationship between charismatic Leadership, work engagement and organizational citizenship behavior. They collected the data from the students graduated in Western University in USA who have been employed for at list 6 months. The results showed that both
charismatic leadership and employees’ engagement are related with OCB positively. In addition, after examining the effect of mediating, they found that employees’ engagement is a full intermediate of the relationship between charismatic leadership and OCB.

The results of Saradaha et al study [30] titled ‘relationship of work engagement with organizational citizenship behavior in IT organizations’ confirmed the presence of a positive significant relationship between work engagement aspects with organizational citizenship behavior.

Hypotheses:
1. There is a relationship between work engagement and organizational citizenship behavior of employees of bank of Sepah of Isfahan city.
2. Work engagement components have the capacity to predict organizational citizenship behavior of employees of bank of Sepah of Isfahan city.
3. There is a difference between opinions of employees of bank of Sepah about work engagement according to demographic factors (gender, age, education, work experience).

MATERIALS AND METHODS

The current study aimed to predict work engagement components by organizational citizenship behavior among employees of bank of Sepah of Isfahan city. The study method was descriptive-correlative. The population was composed of 780 employees of bank of Sepah of Isfahan city and 260 ones were selected using Cochran’s formula by the systematic stratified random sampling method. Salanova & Schaufeli’s [34] questionnaire was used to measure work engagement. In Iran, reported the reliability coefficients of this questionnaire with two methods, Cronbach’s alpha and bisection which are 0.93 and 0.89 respectively. In this study, the questionnaire reliability was calculated as 0.79. The questionnaire of Podsakoff et al was used to measure organizational citizenship behavior. The questionnaire reliability was estimated 0.76 using Cronbach’s alpha coefficient. In this study, the data obtained from the study were analyzed using Pearson’s correlation coefficient. Content and face validities of the questionnaires were confirmed by experts in management and a few participants. Pearson’s correlation coefficient, variance analysis and step-by-step regression were used to analyze the data. SPSS19 software was used to analyze the data.

Results:
Hypothesis 1: there is a relationship between work engagement components and organizational citizenship behavior of employees of bank of Sepah of Isfahan city.

Table 1: The correlation coefficient between work engagement components and organizational citizenship behavior of employees of bank of Sepah of Isfahan city.

<table>
<thead>
<tr>
<th>Dependent variables</th>
<th>Organizational citizenship behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vigor</td>
<td>0.517 **</td>
</tr>
<tr>
<td>Dedication</td>
<td>0.351 **</td>
</tr>
<tr>
<td>Absorption</td>
<td>0.439 **</td>
</tr>
<tr>
<td>Work engagement</td>
<td>0.494 **</td>
</tr>
</tbody>
</table>

Hypothesis 2: Work engagement components have the capacity to predict organizational citizenship behavior of employees of bank of Sepah of Isfahan city.

Table 2: multiple correlation coefficient of work engagement aspects to predict organizational citizenship behavior.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Predictor variables</th>
<th>Unstandardized Coefficients</th>
<th>Beta</th>
<th>t</th>
<th>P</th>
<th>R</th>
<th>R^2</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational citizenship behaviors</td>
<td>Vigor</td>
<td>1.51</td>
<td>0.120</td>
<td>0.517</td>
<td>9.598</td>
<td>0.000</td>
<td>0.517</td>
<td>0.268</td>
<td>92.130</td>
</tr>
<tr>
<td></td>
<td>Vigor</td>
<td>0.892</td>
<td>0.151</td>
<td>0.400</td>
<td>5.910</td>
<td>0.001</td>
<td>0.539</td>
<td>0.290</td>
<td>51.307</td>
</tr>
</tbody>
</table>

As the findings of table 2 show, among the studying variables, in the regression the best predictor of organizational citizenship behavior was vigor in the first step and absorption in the second step. According to the results of the step by step regression analysis, the relationship of variables, vigor and absorption, was significant with organizational citizenship behavior. Accordingly, in the first step, the vigor coefficient explains 26.8% variance of organizational citizenship behavior and in the second step; the variables, vigor and absorption
explain 29% variance of with organizational citizenship behavior. F observed in the level p<0.01 is significant; therefore the regression is generalizable to the statistical population.

According to beta coefficients, the organizational citizenship behavior increases 0.004 unit with an increase in vigor per one unit, and increases 0.191 with an increase in absorption per one unit.

Hypothesis 3: There is a difference between opinions of employees of bank of Sepah about work engagement according to demographic factors (gender, age, education, work experience).

Table 3: the results of work engagement variance analysis according to the demographic factors.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Demographic factors</th>
<th>Sum of squares</th>
<th>Degree of freedom</th>
<th>Mean squares</th>
<th>F</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work engagement</td>
<td>Gender</td>
<td>163,092</td>
<td>1</td>
<td>163,092</td>
<td>1.163</td>
<td>0.282</td>
</tr>
<tr>
<td></td>
<td>Age</td>
<td>232,853</td>
<td>4</td>
<td>58,213</td>
<td>0.415</td>
<td>0.79</td>
</tr>
<tr>
<td></td>
<td>Work experience</td>
<td>514,094</td>
<td>3</td>
<td>171,365</td>
<td>1.222</td>
<td>0.303</td>
</tr>
<tr>
<td></td>
<td>Education</td>
<td>339,205</td>
<td>3</td>
<td>113,068</td>
<td>0.806</td>
<td>0.492</td>
</tr>
</tbody>
</table>

The results shown in the table indicated that there is no significant difference between people opinions on work engagement in the term of variables gender, age, education, work experience.

Discussion & Conclusion:

The findings showed that the correlation coefficient between work engagement and organizational citizenship behavior of employees of bank of Sepah of Isfahan city is significant (r= 0.494). That is, there is a significant relationship between work engagement and organizational citizenship behavior of employees of bank of Sepah of Isfahan city.

The study results of Bartlett et al [6], Babcock Roberson & Stricklan (2010) and Saradaha et al [30] showed that work engagement and its component effect on organizational citizenship behavior positively and the relationship between them is a positive significant relationship. People’s organizational citizenship behavior is increased with the increase of work engagement. These results are in agreement with the results from the current study.

In explaining of this assumption, one can say that engagement and motivation is the only factor to do any job which is unfamiliar with barriers. It can remove any inhibitor factor toward success. Engagement and interest are the force to do jobs, a force that helps people to achieve the focus needed to reach excellent goals. This zeal has no limitation and can include the private communications among humans to everyday activities. Engagement and interest are something that makes the life worthy. If there was no zeal in the life, fewer dreams would make come true. When people do something intensively, they become more productive. There must be engagement to make dreams come true and reach bigger goals. Today, organizations need the employees who have engagement and energy, those who interested in their job mostly. In general, interested employees are attracted by their job fully and do their duties desirably. If employees interest in the job, organizational citizenship behavior will grow within them and have more tendency to show organizational citizenship behaviors. Work engagement not only plays a critical role in understanding organizational citizenship behavior, also plays an important role to direct human resources and professional health policies in organizations.

Uniformity is downfall of the engagement. Engagement sparks are removed through the very uniformity of life. But the good news is that engagement is a reversible phenomenon and you can recycle it whenever you decide to renew it. So having engagement is the requirement of a proper organizational citizenship behavior for every organization.

People activity and behaviors depend on the level and kind of their motivation, to a large extent. Indeed, it is motivation that gives humans energy and directs it. In psychologists’ point of view, motivation is a progress, enthusiasm and/or effort, which is expressed by an individual to reach a goal. In motivation, progress in the attitude toward achievement which is important, not the achievement itself, as proved, an individual with higher motivation is more successful and show a better behavior.

So, one can say that increase of work engagement leads to powering in people because it helps to facilitate absorption, as well. So, one can say that the context to increase the level of the sense of self-rule and its desired consequences can be provided by creating a supportive atmosphere in the organizations. The current study indicates the importance and usage of work engagement in workplaces as well as it provides managers with a tool which helps them in evaluating employees’ work engagement and extending the programs to enhance their work engagement.

Among the components of work engagement, vigor and absorption have more relations with organizational citizenship behavior. Therefore, it is recommended to managers to reinforce these components. Organizations’ managers should provide a condition in which employees extend their talents, abilities and skills, believe in themselves and feel competence. It means they should be faced to a set of continuous challenges. Empowering
workforce tries to face others with innovation and creation and do the job duties and uses the empowering force to show organizational citizenship behavior in addition to make effort to increase work content and extent skills.

REFERENCES


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