

Evaluation of Relationship between Social Self Concept, Organizational Identity and Organizational Citizenship Behavior

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Abstract

This article reviews the relationship between social self concept, organizational identity and organizational citizenship behavior among employees in Tax Affairs Organization in Lorestan province. Thus, the most important aspects of organizational citizenship behavior was extracted from extensive study of library resources and articles and scientific magazines in internet sites and articles presented in the First Citizenship Behavior Management National Conference in Tehran university and then these resources were all reviewed. The population of the study consists of employees in Tax Affairs Organization in Lorestan province that was evaluated using questionnaire (social self concept, organizational identity and organizational citizenship behavior). Sample size was estimated 250 individuals using Cochran formula and simple random sampling. Research hypotheses were tested using modeling statistical Structural equation modeling (SEM) and smartpls software. Results show that there is a significant relationship between organizational identity and organizational citizenship behavior among employees. Also there is a significant relationship between organizational citizenship behavior and organizational identity.

Keywords: organizational citizenship behavior, organizational identity, sense of duty, altruism, citizenship virtue, generosity and respect (glorification)

1. Introduction

Development and growth of human knowledge including rapid development of management in today's world has brought the attention of the majority specially thinkers to the importance of organization and related factors. Today's human lives in a society surrounded by organizations. In other words, human is born in organization and deals with many different organizations in his life. Healthy and active organizations are an essential part of development and growth in any society. Any society as a whole system consists of organization as the sub-system parts that convey tasks and they must be able to handle them with the coordination and in synch with other organizations with the aim of achieving the bigger system's goal.

In a world full of challenges organizations are trying to hire employees who act beyond the defined rules to gain competitiveness in the world, meet their demands and their customers' needs because it is believed that these beyond the role behavior reflects on performance evaluation, affects employees' partnership and can be an essential factor for occupation education, organizational commitment and self esteem. Today instead of using dry, formal hierarchical and severely impersonal occupations organizations turned in to using working structures based on independent teams. This has put emphasize on the importance of partnership and innovation. The type of occupational behavior with greater influence on the organization's performance has always been in manager's and researchers' attention. But they have mainly paid attention to in-role performance. Almost two decades ago researchers differentiated in-role and extra role performance. Extra role performance means occupational behavior beyond the formal roles of employees which are mainly considered by formal reward systems in the organization.

Organizational citizenship behavior is considered as a positive behavior of employees, and those employees have a sense of belonging to the organization and do their best without expecting the least reward and in fact they

dedicate themselves to the organization. This way the organization feels like a family to them and they seek one great goal altogether. Therefore, family members take care of each other for reaching the goal. Organizational citizenship behavior can be defined as a condition in which employees consider their duties not as a means of gaining personal benefit but a benefiting factor for the whole organization. There would not be such a valuable attitude among employees accidentally and without support. Persistence of any behavior in the organization needs reasons and roots related to the society, organization and individuals. But some factors like external factors do not influence occupational behavior in controlling organization. Also related indices with individual factors sometimes have deep roots ingrained in individuals and it's hard to change.

Self concept refers to the understanding of a person about his nature in psychology and social structures including his attitudes, beliefs and view points. Self concept means the person understands himself in the dimension of time. It is continuously in others and about him. People's view points play a significant role in self construction. Salivan believes that personality can not be separated from complex personal relationships. Like Hornay and many other people, Salivan believes that there is a mutual, close relationship between personal viewpoints about oneself and about others. Someone who respect himself respects others as well and if he is truly confident about himself, he would be confident in others too (Eslami & Sayar, 1386).

Psychologists highly emphasize the self or self concept and its role on regulating behaviors and performances. Self concept entails many dimensions and aspects that help in defining self. Social identity is the dimension of self that is determined through joining a group. It means people define themselves more or less by joining different groups. These groups may consist of demographic, political, religious, social and occupational groups.

Human resources experts can chose people and lead them to appropriate occupational route with focuses on self concept compliance and occupational duties. This can have two advantages. First is that the person finds a job based on his interest, creativity and beliefs to handle duties and the second is that the hiring organization can choose people completely based on its regulations.

Every organization has an identity just like people have. Identity is a set of characteristics that differs from one individual to the other. Thus, the fact that organizational identity can be used as a strategic tool in reaching goals and ideals differentiates it from people's identity. Organizational identity can be understood, recognized and introduced through organizations structure, products and services, the way it shapes its surrounding, the way it communicates and the way it behaves. These factors affect the way organization looks from within and outside (Jankies & Richards, Trans. Yar ahmadi, 1385).

1.1 Theoretical Principles

1.1.1 Definition of Self

Self has been defined in many ways including:

W. James divides self as a part of human spirit with introspection function into two selves: subjective (I) and objective (Me). Self as an imaginary and motivation existence means a live creature; personal organized whole, awareness, self awareness and identity, abstract goal or final destination as a personality for satisfying contest tendency means a councilor component. Some researchers define self as three types of impulses that control human: organizing impulse, motivational impulse and emotional impulse. Self helps the human to manage himself in relation with materialistic and social world, designing for future and determining motivational behavior (Bandura, 1986).

1.1.2 Social Self Concept

Self concept which had been forgotten for more than a decade has emerged again and researches and psychology activists are paying attention to it. There have been numerous efforts to define self concept. But none of them have been integrated for use and general organizational researches routine which are all based on preserving or improving basic needs in phenomenon (self). Therefore these theories might be useful for defining behavioral motivation.

Self concept is the same as an understood self that explains a person's concrete viewpoint of skills, characteristics and abilities.

Saraswat and Gaur (1981) define self concept this way: "self concept is the way the person looks at himself. And also points to the way of thinking, emotion and behavior. Saraswat defines it in six different dimensions:

1. Physical: imagination of body, health, appearance and physical strength.
2. Social: self value in social interactions.

3. Temperament: imagination of usual emotional mood or a dominant emotional reaction.
4. Education: imagination of self in relation with school, teachers and after school activities.
5. Ethical: evaluation of self ethical values and right or wrong doings.
6. Rational: awareness of intelligence and ability to solve problems and self judgments.

1.2 Organizational Identity

Identity values and frames have been reviewed in many social sciences. Social science experts active in the field of organization believe that identity empowers company to attract better and skilled employees and helps organizations to distinguish themselves from others.

Among available definitions, Whetten & Aibert (1985) suggest the most acceptable one. The two thinkers believe that identity is the most basic, persistent and distinguished thing in an organization. In brief, identity is the answer of: who are we? Every identity (individual, social and organizational) is built. Jenkinz (1381) and Bucket (2001) believe identity building is a process forming in any stage of a person, society or organization's life and is constantly changing. So if identities are built there must be resources and components. Of course there is no consensus about recognizing the identity making resources. Prioritizing and scaling the importance level is another topic where there is no consensus. Even though determining identity making resources is not that hard.

1.3 Organizational Citizenship Behavior

The concept of organizational citizenship behavior was first introduced to the world of science by Vargan at early 1980s. Often citizenship and urbanization are used interchangeably or with close meanings. But the conceptual domains are completely different. Although urbanization points to the set of rights and duties of human in social and political society, urbanization is a way of life in the city environment. Therefore these two are not in one range so; urbanization is not related to a specific place although urbanization points to a kind of behavior or bio pattern in a specific environment (city). Since the concept of organizational citizenship behavior is relatively new but there have been different definitions for that as we mention in the following sections. Argan (1988) defines organizational citizenship behavior as individual behaviors that are selective (volunteering), deliberate and are not directly and explicitly recognized by reward systems and performance measurement systems in the organization but incredibly affect effectiveness. By selective we mean that these kinds of behavior are not essential parts of role and job description. Argan (1997) describes organizational citizenship behavior as a kind of performance which supports social and psychological environment of the organization where duties take place. Organizational citizenship behavior includes employees' selective (volunteering and deliberate) behaviors that directly enhance effectiveness of organizational goals and of course its effects are independent from employees' efficiency. The first goal of organizational citizenship behavior is to determine duties and behaviors employees are committed to and act accordingly but are often ignored by organizational system. Although they are not fully measured in traditional evaluations or even are neglected but they affect organization's effectiveness. Some researchers define citizenship behavior as "a set of selective and voluntary behavior that are not a part of formal duties but are done by employee and enhance organization's functions and roles. For example a worker might not be in need of extra hours or late night work but to help facilitating and improving work of the organization, he might stay for longer hours and help others. Argan also believes that organizational citizenship behavior is an individual and selective behavior that is not directly introduced by reward system but improves efficiency and effectiveness.

1.4 Research Conceptual Model

As literature review shows social self concept has a great effect on organizational citizenship behavior in many cultures and countries. Thus, due to the important citizenship behavior in organizations this study aims at reviewing the effect of social self concept on organizational citizenship behavior in the following conceptual model to provide a model for improving organizational citizenship behavior in organizations.

Meanwhile the effect of self concept on organization identity and the effect of organization identity on organizational citizenship behavior will be reviewed. As the models reveals this study reviews the relationship between three sets of variables: organizational citizenship behavior, social self concept and organizational identity. Based on what was explained earlier the variables of the research are presented in the following model.

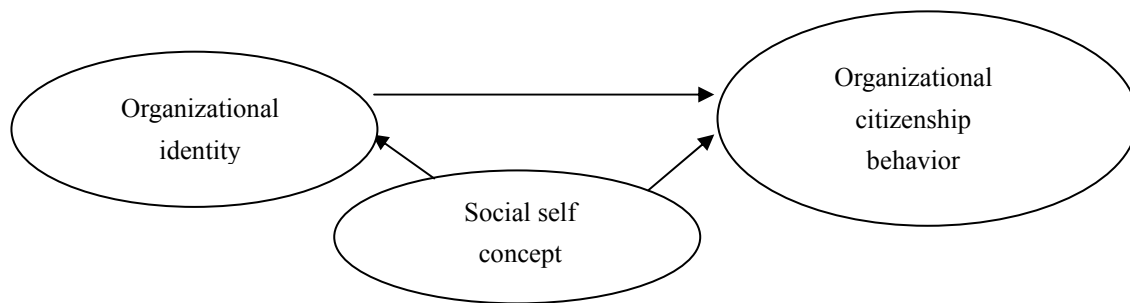


Figure 1. Research conceptual model

1.5 Research Hypothesis

1. There is a relationship between social self concept and organizational identity.
2. There is a relationship between social self concept and organizational citizenship behavior.
3. There is a relationship between organizational identity and organizational citizenship behavior.

2. Research Methodology

The present research is a field study conducted between Aban to Bahman 91 in Khorramabad. The study population consists of employees in Tax Affairs Organization in Khorramabad. Sampling was random and sample size was 250 determined by Cochran formula. Data was gathered using questionnaire and analyzed using Simultaneous regression or structural equations and smartpls software.

Organizational citizenship behavior Questionnaire: includes 20 items which reviews five aspects of Organizational citizenship behavior: altruism, generosity, respect, sense of duty and citizenship virtue designed by Argan (1988). Therefore the score of subjects for Organizational citizenship behavior is from 20 to 100.

Prosocial self-concept Questionnaire: this questionnaire is derived from Rajkumar Saraswat self-concept questionnaire that evaluates self concept in physical, temperament, education, ethical and rational dimensions and we derived social self concept section from that. Social self concept questionnaire consists of 8 items. Therefore the score of subjects for social self concept is from 8 to 40.

Organizational identification Questionnaire: Consists of 35 items and reviews 7 aspects of the organization: goal, structure, communication, reward, leadership, suitable mechanisms and attitude towards change. First six were designed by Weisbord's model while the last which prepares a consultant/facilitator for change was designed by Sayed Mohammad Moghimi (1388). Therefore the score of subjects for organizational identity is from 35 to 175.

3. Data Analysis

As mentioned earlier, for analyzing the data pls method or partial least squares was used. Unlike covariance-based software like LISREL, there is no need to distributional hypothesizes and more samples (Chen, 1998). This method is based on variance and has relatively less samples than LISREL. Meanwhile, this method is almost new that will gradually take the place of Covariance-based software. To do so many software are available but high potential and advancement were good reasons for us to use smartpls software. Instead of having the whole model fitness indices, due to its predictive nature this method uses some statistical indices like Average Variance Extracted, Cronbach's Alpha and Composite Reliability to evaluate the validity and reliability of the reflective measuring model. Average Variance Extracted is related to validity and the two latter indices are related to reliability. Acceptable values for indices are more than 0.5, 0.7 and 0.7 respectively. Meanwhile Cross validity Communality indices evaluate the quality of measuring model and Cross validity Redundancy evaluates the quality of the structural model. Positive values for these two indices mean suitable quality of measurement and structural models. For measuring structural models, Path coefficient and coefficient of determination are used. For models in which exogenous latent variable, is related with one or two endogenous latent variable, the 0.33 value is sufficient for coefficient of determination. But for structures where exogenous latent variable is related with two endogenous latent variables coefficient of determination around 0.6 is needed. Here each exogenous latent variable (organizational citizenship behavior and organizational identity) is only related with one endogenous latent variable (social self concept). Therefore, equal and bigger than 0.33 values of coefficient of determination are acceptable. Also this software considers level of 0.05 and less alpha and 0.96 and more t values as meaningful. In the proceeding part you will find output of the software:

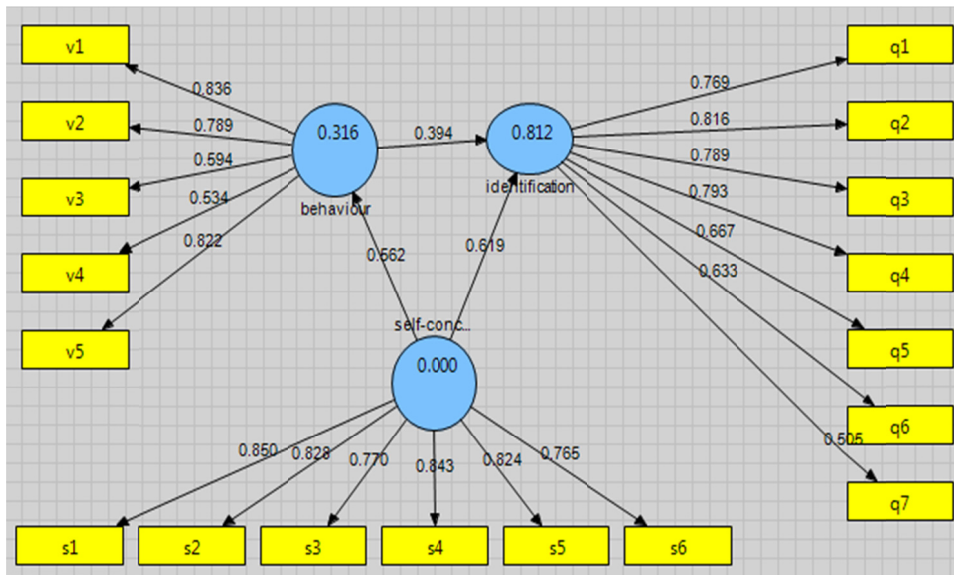


Figure 2. Software output in standard coefficient mood

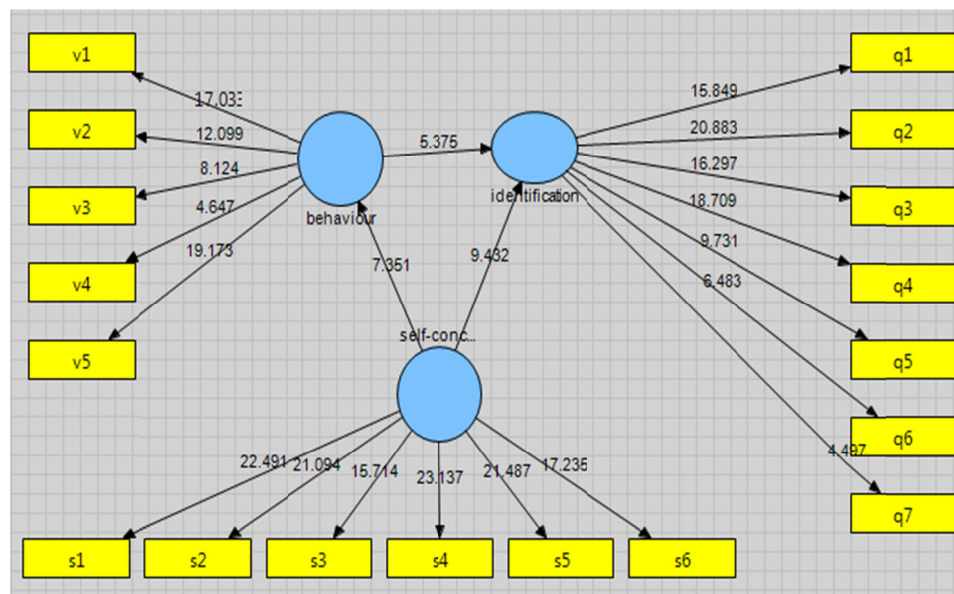


Figure 3. Software output in significant coefficient mood

Table 1. Model quality indices

Construct	AVE	CR	R-Square	Alpha	CV Com.	CV Red.
behaviour	0.53	0.84	0.31	0.76	0.31	0.15
identification	0.51	0.87	0.81	0.83	0.36	0.40
Self-concept	0.66	0.92		0.90	0.52	0.52

4. Conclusion and Suggestions

As it is obvious all paths have significant coefficients and all of the quality indices have acceptable size. Therefore, the three hypothesis of the research are acceptable. Meanwhile, the graphic results reveal that the direct effect of social self-concept on organizational identity and organizational citizenship behavior is closely related. Thus we can conclude that Social self-concept in this research highly influences the two dependant

variables of organizational identity and organizational citizenship behavior and this influence is rather the same for both but somewhat higher on identity. The more important point is that social self-concept (with the value 0.23 which equals to the difference with total effect of 0.84 and direct effect of 0.61) indirectly influences organizational identity through organizational citizenship behavior which is a big influence considering the value. Therefore, social self-concept directly and through organizational citizenship behavior, influences organizational identity.

Eventually it's worth mentioning that there is a need to more research on these three concepts in order to get to a more dynamic work place and competitive advantage.

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