



**STUDY OF THE IMPACT OF ORGANIZATIONAL CITIZENSHIP
BEHAVIOR ON JOB INVOLVEMENT STAFF SELF-DISCIPLINE
(A STUDY CASE: WEST AZERBAIJAN TAX AFFAIRS OFFICE, IRAN)**

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Abstract:

Although the concept of job involvement and self-discipline, as one of the dominate issues in organizational behavior, is seeking to increase overall organization efficiency, the effect of organizational citizenship behavior (OCB) on the staffs' job involvement and self-discipline cannot be ignored. Therefore, this study aims to investigate the effect of organizational citizenship behavior (OCB) on the job involvement and self-discipline of the Tax office employees. Given the purpose, the present study was applied and adapted a survey-based approach. The population of this study included all the Tax office employees of south district of West Azerbaijan, Iran, in 2017. Among which 86 subjects were selected as sample. The results indicated that OCB affected employee's job involvement and self-discipline so that 78% job involvement variations (dependent variable) was explained by OCB dimensions (independent variable), and 72% of employee's self-discipline variations (independent variable) was explained by OCB dimensions (dependent variable).

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1. Introduction

A completely varying conditions dominant in organizations, increased competition, and the need for their effectiveness in such conditions clarifies organization need for a valuable generations of employees more than before, a generation which are called organizational soldiers. No debt, such organizations differentiate effective organizations from non-effective ones since they regard the organization as their home. To achieve the organization goals, the employees function above their formal role and spare no effort. Most managers are looking for employees who act more than their duties and are seeking employees who exceed the expectations, and voluntarily behave in a way that isn't part of their formal job duties, but it is to the benefits of organization. Today, such about the expectation, voluntarily, beneficial, and useful efforts are called additional role behaviors or organizational citizenship behavior (OCB).

2. Problem statement

Within each social system to adapt to their environment, to join a group, and to interact successfully with others, humans internalized the values beliefs and social norms. Discipline is a systematic norm and instruction to achieve the order which is vital and essential in each social system. The strength and weakness of any system of discipline depends on its internalization level in the individuals. The level of discipline internalization within individual is a motivational issue. When a set of values, beliefs, and norms are internalized in individuals, it is said that the person becomes self-discipline (Yazdi & Zand Karimi, 2009).

Nowadays, as the global competition improves and becomes more complex, the need for flexibility and variability in the organizations becomes more salient than before. Today's organizations are seeking the ways through which they can encourage the employees to make more effort that is they are trying to engage their employees more in the job. Being involved in job is a concept entered the organizational issues recently and exceed less than two decades. The employees engaged in the job are generally energetic and active, interact positively with their job, and do their best to effectively accomplish their task. However, possible relationship among self-discipline, job involvement and OCB has not been less known. The grounds for emerging OCB requires strong roots and support which result in such behaviors on the part of employees. As organizational behaviors, self-discipline and job involvement can play a significant role in explaining OCBs (Zoroastrians et al., 2015). Given the importance of OCBs in the developed countries, which results from the effect of such employee

behaviors on the organization functioning, organization effectiveness, organization success, customer satisfaction, customer loyalty, service quality, and so on, organization measures bring about such employee behaviors need to be identified. Since the research in title OCB and its impact on job involvement, self-discipline hasn't been conducted in Iran, currying out research on these concepts is regarded as necessary. In this respect, the present study aims to find answer to the following research question: *"Does OCB affect job involvement and self-discipline task office employees in West Azerbaijan?"*

3. Organizational citizenship behavior

Literature review indicates that the concept of OCB is defined through two basic approaches. Organ and his preceding researchers in this field have referred to this behavior as extra role behavior. The employees perform beyond their job requirement assigned for them in the work place and are not directly and explicitly appreciated through the organization formal reward system. Another group of researchers such as Graham recommended that OCB should be considered independent of the job performance. Thus, there will be no difficulty distinguishing role performance and extra roe behavior. From these respective, OCB should be taken in to consideration as a global concept encompassing all the individuals' positive behaviors within the organization. For several reasons the distinction between performance and extra role will be difficult (Castrol *et. al*, 2004). Job involvement is the degree of importance of work in the individuals' self-image. It is the extent in which individuals' self-image, self-esteem is affected by the perceived performance level by the individual, and the extent in which individual participates actively in his/her work and reflects an active participation image of a person in his/her work.

Vicrimacink (2011) defines job involvement in the job roles as level of individuals' effort for expressing and flourishing himself/herself. Etkinson and Liton (1998) consider job involvement as a constant feature which is not affected by the existing work place conditions. Base on this theory, job involvement may be impacted by the performance-related feedback, but the importance and role of individual context and potentials (e.g. motivation for progress), which are not affected by the real environment or job interventions cannot be overlook, (Alport, 1943, quoting Kong Boon, 2007. According to Kikongo's (1982) definition, job involvement refers to the individuals' psychological identification with his/her job. In a study, Askari and Pourtorab (2010) interpreted job involvement as job attachment.

4. Job Involvement

Job Involvement is person's job importance degree in self-individual. And the degree is in which a person's self-image or self-esteem, influenced by their performance and the degree which Participates a person actively participates in the work and it reveals an image of a person's active participation in the work (Vicrimacink, 2011, 126) Atkinson and lit win know job involvement sense that will not be influenced the situation in the workplace. Based on the theory may be influenced connected feedback with performance but at the same time not be the importance and role of context and individual talents (such as achievement motivation) that affect real environment or occupational interventions are not to be ignored. (Mirhashemi, 2008) As defined in Kanungu (1982), job involvement refers the person psychological identity with their jobs (police, Ghourchian, noble and parsley, 32, 2011).

Asgari and pour Traub in research, job involvement is interpreted to job attachment and this variable the employees identification amount with their job, progress speed in self - work and autonomy is the rise of a job Involvement, Vykrt (1951) states that participation type in job involvement can be measured the question of employee: The degree to which she feels actively participates in the work (Vykrasyng and Vykrasyng, 2011, 126). Job involvement is based on the belief Allport (1943 cited in Brown, 1996) is a job feedback and at the same time, Wilkinson, Dandvn and Gragvlys (2007), believe that most studies have been realized on the job involvement in large organizations. Job involvement refers to the degree to which participants in their jobs to meet the needs of such prestige, self-esteem, independence, (Allport, 1943, quoting Kong Boon, 2007) and the degree to which the employee understands self-job performance as central to their concept or self-esteem (France and Kahn, 1962, quoting Kong Boon, 2007). Job Involvement can also be defined as a self-person in connection with job (Kanungu, 1982, quoting Kong Boon, 2007).

Saleh and Hvzk (1976) in explained of job involvement by Allport suggests that job involvement is the degree to which participates an employee in his work and they encounter with needs such as dignity, self-respect, self-determination and self-treats (Vykrasyng and Vykrasyng, 2011).

5. Self-discipline

In the recent decades, self-discipline has gained significant attention. Self-discipline-making behaviors within organization, in all areas including employees and managers' performance, problem solving organizational culture, effectiveness and efficiency, have

turned to common issue and one of the important studying sections in the organizational behavior field. Two types of behaviors have been considered in self-discipline:

1. Behavior in which individual's motivation is consistent with his/her argumentative goals, and it is doing what individuals consider to be right.
2. Behavior in which individual's motivation is in opposition with doing the right thing; i.e., individual knows that doing something is right but lacks the motivation to do it (Fowers, 2010).

In order to draw a clearer picture of intricacies surrounding self-discipline in the organization, a tree-dimensional perspective toward control of individual has been proposed. Each component of three main parts of control which include setting standards and evaluating results and outcomes is a single component. This means that each dimension can be placed on a continuum, the other side of which is self-discipline. Therefore, when duties emanate from diverse resources, different combinations of control applications can result (Zand Karimi, 2011).

6. Research purpose

Determination the effect of organizational citizenship behavior on Job involvement and self-discipline of the tax office employees in West Azerbaijan.

The first sub-goals:

- Determination the effect organizational citizenship behavior on job involvement of the tax office employees in West Azerbaijan.
- Determination the effect organizational citizenship behavior on self-discipline of the tax office employees in West Azerbaijan.

7. Hypotheses

The main hypotheses:

- Organizational citizenship behavior is effect on job involvement of the tax office employees in West Azerbaijan.
- Organizational citizenship behavior is effect on self-discipline of the tax office employees in West Azerbaijan.

8. Research Methodology

The research in terms of objective is practical and in terms of data gathering is descriptive .the statistical society include all employees of tax office of west Azerbaijan, which their number is 135 person. The sampling was done according to Morgan table (n=86) and with randomly classified model.

8.1 Research Tools

In this study, the data were collected by using organizational citizenship behavior questionnaire Podsakoff et al (1990) Which assesses organizational citizenship behavior in five dimensions expressed (social customs, altruism, generosity, courtesy and conscientiousness) (18 items) and Kanungu (1982) Job Involvement questionnaire (8 items) measuring used employee Job Involvement questionnaire Kanungu (1982). The validity of questionnaire was confirmed by using content validity. Also, its reliability was confirmed by using Cronbach's alpha.

8.2 Data analysis method

To statistically describe the data, , to test the normality of hypothesis, and to determine the effect of dependent variable on independent variables, mean and standard deviation methods, Kolmogorov-Smirnov test, and regression test were used, respectively.

9. Results

A. Attesting the first main hypothesis

The results obtained from multivariate linear regression test for the first main hypothesis are presented in Table 1.

Table 1: Result of first hypothesis test

| Statistical analysis: multivariate linear regression model | | | | |
|--|------|---------------|----------------------|-------------------|
| Dependent variables ;job involvement | | Durbin Watson | R square | Adjusted R square |
| Anova | | | | |
| F | Sig | | | |
| 218.725 | .000 | 1.364 | .788 | .785 |
| | | Beta | Independent variable | |
| t | Sig | | | |

| | | | |
|-------|------|------------|--|
| 5.231 | .000 | 881095.097 | Constant |
| 2.043 | .042 | 69.933 | Organizational citizenship behavior |

As can be seen in Table 1, the relationship between OCB and job involvement was analyzed via multivariate linear regression model. Durbin Watson value is 1.364 and indicates no correlation. The adjusted determination coefficient is 0.785 indicating that 78% of dependent variable variations can be explained by variations in independent variable, and the rest of variations in dependent variable are explained by factors except those mentioned above. This show a relatively strong relationship between dependent and independent variables. By controlling the effects of applied variables, the model is generally significant. In the other words, significance value of less than 5% demonstrates the effect of independent variable on the dependent variable. Beta value indicates the nature of relationship and the gradient of the regression line, which is positive for the variables used. Otherwise stated, an increase on OCB improves job involvement. Therefore, based on the regression results, H1 is confirmed in the first main hypotheses

B. Testing the second main hypothesis

H0: OCB does not affect the self- discipline of Tax office in West Azerbaijan.

H1: OCB affects the self- discipline of Tax office in West Azerbaijan.

The results procured from multivariate regression test for the second main hypothesis is presented in Table 2.

Table 2: Result of second hypothesis test

| Statistical analysis: multivariate linear regression model | | | | |
|--|------|---------------|--|-------------------|
| dependent variables: Self-discipline | | | | |
| Anova | | Durbin Watson | R square | Adjusted R square |
| F | Sig | | | |
| 193.218 | .000 | 1.147 | .767 | .763 |
| | | Beta | Independent variable | |
| t | Sig | | | |
| 2.006 | .046 | - | Constant | |
| .932 | .352 | .027 | Organizational citizenship behavior | |

According to Table 2, the effect of OCB employee's self-discipline was statistically analyzed through multivariate linear regression model. Durbin Watson value is 1.147

which reflects no correlation. The adjusted determination coefficient is 0.763 indicating that 76% of dependent variable variations can be explained by variations in independent variable, and the rest of variations in dependent variable are explained by factors except the above-mentioned factors. This shows a relatively strong relationship between dependent and independent variables. By controlling the effects of utilized variables, the model is generally significant. In the other words, significance value of less than 5% reveals the effect of independent variable on the dependent variable. Beta value indicates the nature of relationship and the gradient of the regression line, which is positive for OCB variables. Otherwise stated, an increase on OCB enhances employees' self-discipline. Therefore, with respect to the regression results, H1 is confirmed in the second main hypotheses.

10. Conclusion

Since the success of organizations in the current era is contingent upon managerial capacity of managers in organizations, the acquisition of such capacities is not only accomplished through acquisition of knowledge and professional information but requires comprehensive development of managers' skills, personality dimensions, change in their attitude and behavior. One such important attitude to bring about changes in manpower within organizations is employees' job involvement. OCB improves psychological environment, and through establishing job involvement in the work focusing on the work in the organization, OCB increases and individuals' performance elevates.

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