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## **Relationship between Organizational Citizenship Behavior and Organizational Change**

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### ***Abstract:***

*This study aims to identify the relationship of organizational culture and organizational citizenship behavior, and through knowledge of the relationship of every aspect of the organizational culture of a trust, social culture, social relations, shared vision, work behavior and human relations on organizational citizenship behavior. This study has been conducted on the personnel rustic Sonelgaz distribution Béchar Algeria state company.*

*Despite the positive perception of the physical side of the organizational culture of the dominant institution, but there is a relative decline in organizational citizenship behavior of individuals out, which explains the contribution of the other sides of the culture in influencing organizational citizenship behavior, and this is what translates the results in the relationship between each of these variables.*

*Which needs to be mentioned the existence of a relationship between organizational culture and organizational citizenship behavior, in addition to the high value of the correlation coefficient between them.*

***Keywords:*** Organizational Citizenship Behavior, Organizational Change

### **1. Introduction**

The organizational culture of the foundation stone for the success and effectiveness of the effectiveness of any being Organization constitutes a fundamental influences that play a vital role in the behavior of individuals upon the adoption of the members of the organization organizational citizenship behavior reflected a positive performance, with organizations facing a lot of variables that influence them, and no doubt the that these changes to avoid with cultural values and habits embodied in the behavioral patterns are also new shares in building organization capabilities and increase the effectiveness of their performance and this comes only through the availability of human resources has the knowledge, skills and abilities of creative and effective interaction with the various safety environment variables in order to create and add values to support organizations in this context, in addition to the readiness of the human resources made great efforts to serve the organization with owning a strong desire to stay within its cadres and acceptance at their core objectives. In deference to the desire of organizations to achieve efficiency and effectiveness have organizations paid the utmost attention to the development and performance development based on modern concepts of management, and these methods interest in organizational culture being considered as a real element of not only the composition of organizations, but the effect on the human and organizational behavior, which led her to create a culture featuring private and differs from the theories of other organizations. They have given researchers the role of organizational culture most attention because it is the crucible of the administrative process that melts in the values and principles are aspiring senior leadership to dye the organizational culture of the behavior of these individuals forming what is known as the behavior of organizational citizenship stemming from within the individual's sense of responsibility and belonging and loyalty to the organization that is driven by the direction of positive behaviors Resume a constructive is forcing them within the organization.

### **2. Defining Organizational Citizenship and Organizational Change**

#### ***2.1. Defining Organizational Citizenship***

Dennis Organ is generally considered the father of OCB. Organ expanded upon Katz's (1964) original work.<sup>i</sup> Organ (1988) defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".<sup>ii</sup>

Organizational citizenship behavior (OCB) was first introduced by Bateman and Organ (1983) and by Smith, Organ, and Near (1983). OCB has received a considerable amount of scholarly attention since then. Much of that attention focused on the identification of

predictors of OCB. Individual characteristics (e.g., organizational commitment), task characteristics (e.g., task feedback, routinization), organizational characteristics (e.g., reward structure, perceived organizational support), and leadership behaviors (e.g., transformational leadership) have all been identified as important predictors.<sup>iii</sup>

We can look at a company like a little city. It has a mayor (typically the owner or the person highest in charge) as well as different departments (heck, we can even have the cleaning crew as the sanitation department). So, if we can look at a company like a little city, we can begin to look at the employees as citizens of that city. With that perspective in mind, we can see how citizens of our little city want it to be the best city it can be. They have a stake in wanting the city to be clean, prosperous and friendly.<sup>iv</sup>

## 2.2. The Characteristics of the Organizational Citizenship Behavior

(Johns 1996) identified several characteristics of organizational citizenship behavior, including: v

- that the behavior is optional, it does not have a description for the individual function.
- voluntary behavior that stems from the additional roles that can be done by the individual.
- it contributes to increasing the effectiveness of the organization.
- Do not be rewarded through formal incentive systems of the organization.

## 3. Defining Organizational Change

what is organizational change? also known as reorganization, restructuring and turnaround. Organizational change occurs when business strategies or major sections of an organization are altered. it is defined as a change that has significant effects on the way work is performed in an organization. Organizational change may be apparent when there is a gap between how the work area is operating and how it should be operating to ensure successful future growth. organizational change may be a result of the work area identifying goals that they want to achieve. Change management change management is a structured approach to shifting individuals, teams and organisations from a current state to a desired future state. it is an organisational process aimed at helping employees to accept and embrace changes in their current business environment. Kotter defines change management as the utilization of basic structures and tools to control any organizational change effort. Goal of change management is to minimize the change impacts on workers and avoid distractions. Change agents are responsible for managing change activities. They see a future for the organization, which others have not identified, and they are able to motivate, invent and implement this vision. change agents can be managers or non-managers, current or new employees, or outside consultants. in this era of globalization, organizations need to cope up with the dynamic and inevitable changes, which take place very often. because of these changes the competition among firms is becoming intense and every organization should be flexible enough to implement the changes whenever required for its survival.<sup>vi</sup>

## 4. Methodology of the Study

### 4.1. Research Hypotheses

The study is based on the following hypotheses:

- the main hypothesis:  
There is significant relationship between organizational citizenship behavior and organizational change.
- The secondary hypotheses:
  - There is significant relationship between Altruism and organizational change.
  - There is significant relationship between Conscientiousness and organizational change.
  - There is significant relationship between Sportsmanship and organizational change
  - There is significant relationship between Courtesy with colleagues and change
  - There is significant relationship between Civic virtue and organizational change.

## 5. The Study Population and Methodology

The study population consisted of workers National Company for the distribution of electricity and gas (sonelgaz) in the state of Béchar.

The study is an explorative analytical one which used the systematic data collection and analysis to conclude findings. 105 questionnaires have been distributed to all employees who are able to answer. 95 valid for analysis questionnaire were recovered. These forms represented the population and sample of the study.

### 5.1. Data Collection Method

The study tool is a two-part questionnaire designed by the researcher, the first part consists of three questions containing demographic information of personnel, The Second part consist of 32 questions which used for analysis of hypotheses.

All the items were measured using five-point Likert scale, five points for "Strongly agree", four points for "Agree", three points for "Undecided", two points for "Disagree", and one point for "Strongly disagree".

### 5.2. Data Analysis Methods

- Descriptive statistical techniques to describe the characteristics of the study sample using percentages and frequencies.
- "Five - Point-Likert Scale".
- The statistical package (SPSS) is used for analyzing data and general information.

- Simple linear regression, and multiple regression, and correlation coefficient and interpretation.

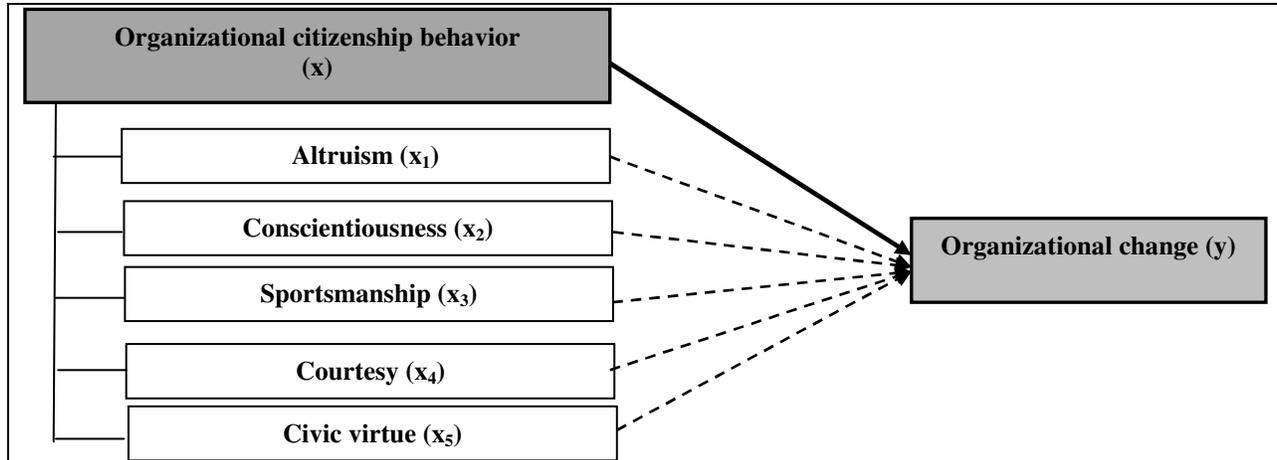


Figure 1: The Conceptual Framework of the Research.

Figure 1 shows the search form for this study. Framework is supposed to five determinants of OCB is Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic virtue. In fact, the main objective of this study is to identify the relationship these circumstances determinants of organizational change.

5.3. Results of the Study Data Analysis and Hypothesis Testing  
1-data analysis

Variables	Levels	N°	%
Gender	Male	60	63.2
	Female	35	36.8
Age	20- 30 years	07	7.4
	31- 40 years	35	35.8
	41- 50 years	30	31.6
	50 years and over	24	25.3
Qualifications	Secondary	05	5.3
	Diploma	18	18.9
	BachelorDegree	60	63.8
	GraduateStudies	12	12.6
Work Experience	Less than5 years	20	21.1
	5 to lessthan 15 years	21	22.1
	10 to lessthan 25 years	22	23.2
	25 years and over	32	33.7

Table 1: Demographic Data of Samples

Source: Preparation researchers relying on spss output

6. Reliability

Independent variables	Cronbach's alpha"
First independent: Altruism (x1)	72.5%
Second independent: Conscientiousness (x2)	81.2 %
third Independent: Sportsmanship (x3)	68.3%
Fourth Independent: Courtesy (x4)	73.8%
fifth Independent Civic virtue (x5)	71.5%
The dependent variable organizational change(y)	60.1%
All variables a rate	89.2%

Table 2: Reliability

Source: Preparation researchers relying on spss output

Note from Table (2) alpha coefficient greater than the minimum acceptable and is 60% to overall reliability coefficient 89.2%, indicating a high reliability.

## 7. Hypothesis testing

### 7.1. Test Secondary Hypotheses

F table	Fcalculated	sig	R <sup>2</sup>	R	Result
3.943	41.921	0.000	0.420	0.648	Rejected

Table 3: test result and the first hypothesis is: There is no significant relationship between Altruism and organizational change, Source: Preparation researchers relying on spss output

Notes from Table (3) that there is a relationship of significance between Altruism and organizational change and based on the base test the hypothesis, which states refused H0 where sig = 0.000 and is less than the significance level (0.05).

F table	F calculated	sig	R <sup>2</sup>	R	Result
3.943	10.615	0.002	0.155	0.393	Rejected

Table 4: a test result and the second hypothesis, which states: There is no significant relationship between Conscientiousness and organizational change. Source: Preparation researchers relying on spss output

Notes from Table (4) that there is a relationship between Conscientiousness and organizational change and based on the hypothesis testing and which provides for the rejection H0 where sig = 0.002, and is less than the significance level alpha (0.05).

F table	F calculated	sig	R <sup>2</sup>	R	Result
3.943	3.516	0.666	0.057	0.239	accepted

Table 5: a test result and the third hypothesis, which states: There is no significant relationship between Sportsmanship and organizational change. Source: Preparation researchers relying on spss output

Notes from Table (5) that there is a relationship between Sportsmanship and organizational change and based on the hypothesis testing and which provides for the accept H0 where sig = 0.666, and is more than the significance level alpha (0.05).

F table	F calculated	sig	R <sup>2</sup>	R	Result
3.943	18.593	0.000	0.243	0.493	Rejected

Table 6: a test result and the Fourth hypothesis, which states: There is no significant relationship between Courtesy and organizational change. Source: Preparation researchers relying on spss output

Notes from Table (6) that there is a relationship between Courtesy and organizational change and based on the hypothesis testing and which provides for the rejection H0 where sig = 0.000, and is less than the significance level alpha (0.05).

F table	F calculated	sig	R <sup>2</sup>	R	Result
3.943	114.682	0.000	0.664	0.815	Rejected

Table 7: a test result and the Fifth hypothesis, which states: There is no significant relationship between Civic virtue and organizational change. Source: Preparation researchers relying on spss output

Notes from Table (7) that there is a relationship between Civic virtue and organizational change and based on the hypothesis testing and which provides for the rejection H0 where sig = 0.000, and is less than the significance level alpha (0.05).

### 7.2. Test the Main Hypothesis

F table	Fcalculated	sig	R <sup>2</sup>	R	Result
3.906	23.688	0.000	0.538	0.290	Rejected

Table 8: test result and the first hypothesis is: There is no significant relationship between organizational citizenship behavior and organizational change. Source: Preparation researchers relying on spss output

Notes from Table (8) that there is a relationship of significance between organizational citizenship behavior and organizational change and based on the base test the hypothesis, which states refused H0 where sig = 0.000 and is less than the significance level (0.05).

## 8. Results of the Study

The study found the following results:

- There is significant relationship between Altruism and organizational change.
- There is significant relationship between Conscientiousness and organizational change.
- There is no significant relationship between Sportsmanship and organizational change
- There is significant relationship between Courtesy with colleagues and change
- There is significant relationship between Civic virtue and organizational change.

## 9. Recommendations of the Study

- The study recommends the following:
- The need for full awareness of each organization believed that the process of change is not limited to the leadership level, but include all members of the institution
- focus on providing all employees of the company associated with any future regulatory changes information.
- workers engage in any regulatory changes by emphasizing the idea that organizational change should come from them (workers) until positive results due to the process of organizational change.
- The senior management attention to the consent of the workers and the development of organizational citizenship behaviors they have done the following way: - Equality between all employees.; - Develop a spirit of friendship and understanding between the presidents and between subordinates and subordinates, some of them; Require periodic informal meetings presidents and subordinates pool.
- The need to support workers sense of leadership to them.
- Spreading the culture of voluntary organizations conduct among employees by attending voluntary associations and committees, and put prizes for those who exercised.
- To conduct a study to find out the relationship between organizational citizenship behavior and other variables such as organizational commitment, and organizational loyalty, and organizational climate, organizational identity, organizational culture, and job satisfaction.
- Clarify the concept of the workers and the dimensions of organizational citizenship behavior.

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