

Evaluating the degree of applying the components of organizational anti-citizenship behaviors in Iran Air Airlines Company

Mahtab Siasi^{1*}, Mohammad Esamaeil Ansari²

¹MA student of Department Management, Islamic Azad University, Dehaghan Branch, Isfahan, Iran

²Associate professor of Islamic Department Management, Islamic Azad University, Dehaghan Branch, Isfahan, Iran

Abstract: The present study has been conducted with the aim of evaluating the degree of applying the components of organizational anti-citizenship behaviors in Iran Air Company using a descriptive-survey method. The population of the study includes all the employees working in Iran Air Company, among whom 148 participants were selected using a simple random sampling method. To evaluate the variables used in the present study, the questionnaire of anti-citizenship behaviors was used. The content validity of the questionnaire was confirmed by the experts of the subject under study as well as the supervisor. The reliability of the questionnaires was calculated using Cronbach's alpha as 0.89 for anti-citizenship behaviors questionnaire. To analyze the data, descriptive and inferential statistics (t-test) were used. The findings of the research indicate that organizational anti-citizenship behaviors and its components (dysfunctional, anti-social, abnormal, non-productive and aggressive behaviors as well as organizational misbehaviors) with organizational performance are at the level lower than the moderate one.

Key words: *Anti-citizenship behaviors; Abnormal behaviors; Anti-social behaviors; Dysfunctional behaviors, Non-productive behaviors; Organizational mistreatment; Aggressive behaviors; Organizational transformation; Iran Air Company of Isfahan*

1. Introduction

Nowadays, citizens as the members constructing human societies have attracted the attention of those who want take roles in human beings' lives in one way or another. To legitimate themselves and their behaviors, powers need citizens' votes. Businessman, owners of industries, authors, journalists, managers and in general, all famous activists present in the arena of societies have to consider the psychological and physical concerns and requirements of citizens (Shateri, 2009).

The policy of "citizens first" recently has been the common policy of the countries which have changed their views from government bureaucracy into outside matters (Alvani and Danaei Fard, 2001). Now, we are in the conditions which the mentioned policy has been universalized and all organizations, to keep their stability and realize their objectives, are required to consider the concept of citizenship in their organizational priorities.

The attention of citizens not only is considered important in the domain of politics and management, but in other scientific domains is considered serious. It can be said that among different resources of organizations, organizational citizens are the most elements because they are considered as the most important organizational resources and their behaviors are very important. Human beings as organizational citizenships are expected specifically.

There is this expectation that the behaviors of staff should be in such a way that they should be at the service of organizational objectives more than the requirements of the role even beyond them (Sobhani Nejad et al, 2010).

In a bureaucratic system, all efforts of the managers have been in line with accessing more efficiency with preserving the organization's hierarchy pyramid. Therefore, surface and unreliable relations among individuals. But, in the human and democratic value system, constructive and reliable relations are engendered among people. In such an environment, the organizations and its members are given this opportunity to advance as much as possible. Accordingly, paying attention to citizens in the democratic value system is increasing. Now that the importance of citizens perceived as one of the most important resources of each organizations, their behaviors can be considered important (Sobhani Nejad et al. 2010).

Nowadays, the completely transformed conditions dominant over organizations, the increase in the competition and the necessity of their efficacy in such conditions reveal their necessity of a valuable generation of staff, a generation to which is referred as organizational soldiers. Doubtlessly, these employees construct the distinctive feature of efficient organizations for non-efficient ones (Podsakoff et al. 2000), the employees who tend to go beyond their official job requirements. These measures beyond job requirements are referred to as "organizational citizenship behaviors" which in

* Corresponding Author.

recent years, have been the canons of attentions of researchers. The notion of organizational citizenship behaviors was applied by Organ et al. for the first time in 1983 when they investigate the relationship between job satisfaction and job performance, but before them, Barnard with the notion of enthusiasm to cooperation and Katz and Cann with the notion of spontaneous, cooperative and supportive behaviors had paid attention to this issue (Abili et al. 2008).

In this line, one of the most important human resources available in organizations and companies is the issue of specific behaviors including organizational anti-citizenship behaviors. In fact, anti-citizenship behaviors have been important issues which in recent years, have been considered by researchers and many studies have been conducted on them. In general, the feature of anti-citizenship behaviors is consciously based on their intentionality. The main point is that anti-citizenship behaviors reduce organizational efficacy via the direct influence which they have on performance and equipment of organizations. In the present study, the objective is to investigate the degree of applying anti-citizenship behaviors in Iran Air Company, Isfahan Branch.

2. Theoretical framework

Previously, researchers in their studies, to investigate the relationship between job behaviors and organizational efficacy, mostly paid attention to in-role behaviors. These behaviors refer to activities, duties and official responsibilities such as what has been mentioned in job descriptions. Extra-role behaviors refer to activities which are spontaneous and conscious per se (such as helping others), and are not directly or obviously predicted by official reward system of organizations, but they increase the efficacy of organizations (Abili et al. 2008). It is expected from the staff to not only be personally more productive, but it is necessary that they increase productivity in others. The applied importance of the concept of organizational citizenship behaviors is that they promote organizational efficacy, organizational innovation and competitive advantage (Podsakoff et al. 2000). Organizational citizenship behaviors as a social resource of behavioral interactions are based on receiving social rewards; therefore, when the employees feel that they have received a valuable reward from their organizations, naturally increase their own organizational citizenship behaviors (Ang et al. 2003).

The word organizational citizenship was proposed by Organ et al. for the first time in 1983. The development of this concept originated from the writings of Barnard in 1938 regarding the intention of coordination and also the studies done by Katz regarding performance and spontaneous and innovative behaviors in 1964, 1966 and 1978 (as cited in Castro et al. 2004). In recent decade, a lot of expressions have been used for explaining such behaviors such as organizational citizenship

behaviors (Graham, 1991; Organ, 1983), socialized behaviors (Brief & Motowild, 1986), extra-role behaviors (Van Dyne, 1991), organizational spontaneity (George and Briff, 1992) (as cited in Moghimi, 2005).

The study of and access to the information which results in better planning and decision making, have been considered by humans. Since 1980's, organizations have concentrated their plans of changing and improving themselves on interventions such as re-engineering, miniaturization, group dynamics and such issues. One of the common issues of organizations in different scales is the existence of the developed and underdeveloped staff's jointly in organizational environments. The staff and their citizenship and anti-citizenship behaviors are effective in different ways on sections, processes and performance of organizations in different time sections. Therefore, among new approaches, on the one hand, the development of workplaces which increases personal creativity and growth in the staff and realize them completely, and on the other hand, results in the change and development of the staff with external approaches into introspective approaches guiding the staff beyond organizational duties and roles. Therefore, organizational citizenship behaviors are the result of the introspective approach which links more with spiritual environments. On the other hand, anti-citizenship behaviors provide the ground for devastation of workplaces and synergy by suppressing the ground for organizational development and integration. Anti-citizenship behaviors result in projecting behaviors in organizational sequence, continuation and survival by changing organizational calmness and understanding into devastating ideas (Gholipour et al. 2007).

Although certain types of negative and immoral behaviors in workplaces have been studied individually, the scientific and systematic studies of such structures have been started from recent years. Deviant and anti-productive behaviors are those which are intentional and are considered as deviation from organizational important norms, while they cause serious threats for organizational health and the staff. Researchers distinct interpersonal and organizational anti-citizenship behaviors seriously. In the literature related to anti-citizenship behaviors, two synonymous words of deviant work behaviors and deliberate behaviors inconsistent with objectives and performance of organizations are presented more seriously. Anti-citizenship behaviors such as ground performance are conceptualized in researches, which contain a wide range of negative behaviors such as anomalous behavior of employees, anti-social behaviors, dysfunctional behavior, non-material behavior, organizational misconduct, theft, the misuse of information, time and resources, and physical and inappropriate verbal actions. In sum, two sets of deviant work behaviors and anti-citizenship

behaviors can be considered as anti-productive and anti-efficient behaviors (Gholipour et al. 2007).

The concept of anti-citizenship behaviors applied by Jelinek & Ahearn (2006), Pearce & Giacalone (2003), and Ball et al. (1994), has been used with different names by other researchers. Although these concepts are not completely consistent, the coverage available in the range of behaviors is considered. The most important expressions introducing a kind of citizenship behaviors are as follows:

Anomalous behavior of employees: Robinson & Bennett (1995), take anomalous behavior of employees as an optional behavior which violates important organizational norms and threatens the goodness of an organization or its members or both. They distinct anomalous behaviors and immoral ones of employees.

Anti-social behaviors: Giacalone & Greenberg (1997) define anti-social behavior as one which causes damages to organizations, its employees or shareholders.

Dysfunctional behaviors: Griffin et al. (1998), consider dysfunctional behaviors in organizations with negative consequences for personal, group, or even organizational levels. This conceptual framework covers behaviors which are considered functional or dysfunctional depending on intentions.

Inefficient behaviors: Spector & Fox (2002) define inefficient behaviors as those conducted for damaging organizations or its members such as potentially damaging measures.

Organizational misbehaviors: to Vardi & Wiener (1996), each intentional measure violating social or organizational norms by organizations' members is a kind of organizational misbehavior. Similar to what is present in dysfunctional behaviors, in this definition, employees' intention has a basic role.

Aggression: in available literature, human aggression in workplaces with references to individuals' efforts to damage others is defined in a wide range of different and astonishing behaviors (Baron & Richardson, 1994).

3. Literature review

Barati (2000), in a research titled as "investigating the relationship between managers' leadership styles (based on Likert scale) and the satisfaction the staff working in Ehya Foolad Sepahan Industrial Complex and related firms" concluded that managers in this complex are more task-oriented. Among the factors determining job satisfaction, the factor of supervision has the most effect and job security has the least effect on the staff's satisfaction. The findings of the research were consistent with the previously conducted researches.

Cao et al. (1995) created an experimental link between organizational citizenship behaviors and transformational leadership. They concluded that transformational leadership has a significant effect on transactional leadership in predicting the occurrence of citizenship behaviors (as cited in Kim, 2006).

Tang and Ibrahim (1998), in instance in the Middle East and the US, concluded that intrinsic job satisfaction has a positive correlation with altruism dimension of organizational citizenship behavior (OCB) (as cited in Shateri, 2009).

Podsakoff et al. (2000), by a detailed review on previous experimental and theoretical studies on organizational citizenship behaviors including 20 studies conducted in 1983-1999, concluded that job satisfaction, organizational commitment and leadership trust have a positive correlation with organizational citizenship behaviors.

4. Research questions

1. How is the state of applying organizational anti-citizenship behaviors in Iran Air Airlines Company?
2. How is the state of applying the components of organizational anti-citizenship behaviors (dysfunctional, anti-social, abnormal, non-productive and aggressive behaviors as well as organizational misbehaviors) in Iran Air Airlines Company?

5. Methodology

The present study is an applied one in terms of objectives, and a descriptive-survey one in terms of data collection methods.

5.1. Population, sample and sampling method

The population of the study includes all the employees working in Iran Air Company, among whom 148 participants were selected using a simple random sampling.

6. Research instrument

The instrument used in the present study is the questionnaire of organizational anti-citizenship behaviors designed based on five-point Likert scale in order to investigate the degree of applying the components of organizational anti-citizenship behaviors.

6.1. Data analysis

To analyze the collected data, regarding the type of the data and their evaluation scales, parametric tests such as univariate t-test were used.

7. Research findings

1. How is the state of applying organizational anti-citizenship behaviors in Iran Air Airlines Company?

To investigate the status quo of anti-citizenship behaviors in Iran Air Airlines Company, univariate t-test was used. The results are illustrated in table 1.

Table 1: univariate t-test for investigating the status quo of anti-citizenship behaviors in Iran Air Airlines Company

Variables	mean	t-test	df	Sig.
Organizational anti-citizenship behaviors	2.84	-3.437	147	0.001

In the inferential analysis, to investigate the status quo of organizational anti-citizenship behaviors in Iran Air, one-sample t-test was used. The observed t was bigger than the critical t at significance level 0.01; therefore, it can be claimed that the mean scores of respondents regarding the status quo of anti-citizenship behaviors in Iran Air Airlines Company was statistically significant at the level lower than the moderate level (table 1). It should be noted that in investigating the question, regarding the range of scoring the items (1 to 5) and calculating the total score of this component based on the range, the hypothetical population mean was considered as 3.

2. How is the state of applying the components of organizational anti-citizenship behaviors (dysfunctional, anti-social, abnormal, non-productive and aggressive behaviors as well as organizational misbehaviors) in Iran Air Airlines Company?

To investigate the status quo of the dimensions of anti-citizenship behaviors in Iran Air Airlines Company, univariate t-test was used. The results are illustrated in table 2.

Table 2: univariate t-test for investigating the status quo of the dimensions of anti-citizenship behaviors in Iran Air Airlines Company

Variables	Mean	t-test	df	Sig.
Abnormal behaviors	3.03	-2.007	147	0.046
Anti-social behaviors	2.86	-2.647	147	0.009
Dysfunctional behaviors	2.80	-3.154	147	0.002
Non-productive behaviors	2.79	-3.110	147	0.002
Organizational misbehavior	2.93	-2.092	147	0.000
Aggression	2.99	-1.089	147	0.001

In the inferential analysis, to investigate the status quo of the dimensions of organizational anti-citizenship behaviors (dysfunctional, anti-social, abnormal, non-productive and aggressive behaviors as well as organizational misbehaviors) in Iran Air, one-sample t-test was used. The observed t was bigger than the critical t at significance level 0.01; therefore, it can be claimed that the mean scores of respondents regarding the status quo of each of the components of anti-citizenship behaviors in Iran Air Airlines Company was statistically significant at the level lower than the moderate level (table 2). It should be noted that in investigating the question, regarding the range of scoring the items (1 to 5) and calculating the total score of this component based

on the range, the hypothetical population mean was considered as 3.

8. Conclusion

The biggest and most important asset of any organization, particularly a knowledge-oriented one is its human capital which influences other capitals of the organization. One of the challenges of organizations of today is the existence of behaviors such as aggression, bullying, stubbornness, fear, and hatred. These behaviors are effective both on the performance of organizations and the relations between individuals as well as the staff's spirit of cooperation. The occurrence of such behaviors as anti-citizenship behaviors, contrary to OCBs which cause the promotion of organizational performance, organizational efficacy, customers' satisfaction and loyalty, social capital and etc., can prevent organizational functions. In private sectors, the dismissal of employees and the loss of customers as well as the bankruptcy of weak firms are among the negative consequences of these behaviors. However, the occurrence of anti-citizenship behaviors in organizations and public institutions, regarding their expansion and importance, may face them with more serious crises. The promotion of anti-citizenship behaviors among the employees of organizations, who should be trusted by people, can harm public trust and public functions of these organizations. Therefore, it is necessary to identify the roots of anti-citizenship behaviors in order to increase the efficacy and efficiency of organizations by controlling the factors originating these behaviors and reinforcing the factors of occurring citizenship behaviors. Identifying the reasons of occurring behaviors such as stealing organizational resources, imposing personal and non-relation to work expenditures, aggression toward colleagues and managers, not realizing the authority of managers, and other behaviors which violate the regulations of physical resources of organizations, human capital, and validity of organizations helps managers to avoid them as much as possible (Gholipour et al. 2007).

8.1. Applied suggestions

Performance is related to the events inside and outside organizations. Some international macro events are effective at the level of organizational performance, and sometimes the smallest events such as change of directions or the advent of new individuals can influence performance. Therefore, investigating the smallest events, behaviors, financial processes and etc. can be effective on organizational performance. In this line, it is suggested that management and the set of the staff of Iran Air Company should follow the following cases to access the highest level of performance and the reduction of the level of anti-citizenship behaviors and realize the objectives of the preset study which are promoting

and improving organizational performance of this company.

1. Trying to reduce the level of mostly repeated anti-citizenship behaviors in the system of management and the staff

2. Trying to have better training in line with creating social coherence among the staff and different classes

3. Familiarizing citizenship behaviors and their roles in increasing the performance of the staff and management

4. Holding non-labor sessions and camps in friendly environments among management and the staff of Iran Air

5. Improving the conditions of employing temporary contract forces to increase job security and organizational motivation

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