

Investigating the effect of the quality-oriented of the employees on the organizational citizenship behavior and organizational reputation: a case study management of Technical and Vocational Education of West Azerbaijan Province

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Abstract: Nowadays, the managers emphasize on the importance of the quality-orientation as one of the most valid organizational indices of success; they also regard it as a vital key to the fulfillment of the developmental goals in group and organizational dimensions. Thus, quality-oriented is considered to be the most important factor of survival, dynamisms and evolution of the organizations. Considering the necessity for evolution and reconstruction of the organizations and the increasing attention paid to quality-orientation, organizational-citizenship behavior and reputations in the organizations, the effect of quality-orientation of the employers and its dimensions on the organizational-citizenship behavior is vital. In order to strengthen and enhance organizational citizenship behavior and corporate reputation, quality-orientation of management employers of Technical and Vocational Education of West Azerbaijan province is studied in this paper. The statistical class comprises the administrators and the employees of Technical and Vocational Education in West Azerbaijan province totaling 225 people. The voluminosity of statistical representative has been counted as 143 people using Cochran relationship and has been chosen by way of random classification sampling. The descriptive and deduction statistical method has been utilized to analyze the collected data. The results of descriptive examinations and K-S Test indicate that quality-orientees of the employers and its dimensions have had a great effect on the organizational citizenship behavior and corporate reputation of Technical and Vocational Education Management of West Azerbaijan.

Key words: Quality orientation; Organization citizenship behavior; Corporate reputation

1. Introduction

Human resources in terms of having the power of thinking, creativity and innovation are the greatest assets of any organization because any improvement and development in technical and organizational systems are carried out by human resources (Bienstock et al. 2013). Intellectual power and the employer's ideas are considered as the stagnant and hidden resources of the organization. The more any organization or administrator can make the most of these hidden resources, the more they will pave the way for the development of the organization. The factor that guarantees the fulfillment of the competitive advantage of the organization is qualified employees (Korkmaza and Arpaci, 2009). Hence, the qualified employees is regarded the most important feature and asset of the organization in obtaining competitive advantage.

In today's competitive world, organizations are constantly searching for new methods to maximize the performance of the employees. The volatile conditions dominating organizations, increasing competition and the need for their effectiveness in such circumstances, reveals the necessity for a valuable generation known as organization soldiers (Organ et al. 2006). The success of any organization

depends heavily on the performance of employees who work beyond their roles and duties. This working beyond your own roles and duties is called meta-role behaviors or organizational-citizenship behavior in the organization and management literature (Podsakoff et al. 1997).

organizational citizenship behavior that are defined using such terms as a good soldier, optional behavior, voluntary behavior and meta-role behavior has articulated a new wave in organizational knowledge particularly in the field of organizational behavior which has an important role in organizational effectiveness. The organizational-citizenship behavior comprises employer's voluntary behaviors which are not considered as their official roles and for which they do not receive awards, but which increases the overall effectiveness of the organization. In fact, the employers, who find a great sense in their jobs, believe that people are affiliated to each other; they are inclined to those in the workplace. Furthermore, they see their values and goals moving in the same direction of those of the organization and believe that the organization is thankful of their welfare and problems.

Today's organizations are not looking for more products, rather they are seeking to attract new customers. Attracting new customers and keeping the existing ones relies on the condition that the commodities and the services provided by the

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organization should be high-quality and based on the day's standards (Tatkeh and Xie, 2009). The administrators of organizations as the major policy-makers should be equipped with the conception of quality-orientation, which is the foundation of high-quality products, in order to offer desirable commodities and services. This way, quality-orientation will change into a general culture and common beliefs of the organization employees. One of the features of quality-oriented administrators is that they are concerned about their customers and attempt to satisfy their expectations. The purpose of these managers is not only the production of goods or services but also the accommodation of them with customer's expectations. Because they desire to reach new scientific and manufacture horizons, quality-oriented managers are creative and innovative and seek employers, who are also creative and innovative.

Quality-oriented administrators always try to produce new ideas in the organization and actualize them in order to survive today's competitive world and to cause the organization to succeed (Turnipseed and Murkison, 1996). They always attempt to open new horizons for their organizations; that is why they always complain about the existent circumstances and express and clarify this perspective as the practical goals to be followed by the employees. Considering desirable circumstances causes human and material sources available to be utilized to the greatest extent; it also replaces the previous products with more high-quality ones without costing the organization more money. In any organization, quality is not an individual act; rather, a set of materialistic factors combined with particularly human factors bring about new quality.

In status quo, most of the administrators care for employees, who work more than what their job requires. They are looking for workers, who are willing to go beyond expectations and engage in behaviors that are not part of the official duties of their jobs i.e. those behaviors which have a great impact on the efficacy of the of the organization. Investigating the occupational and effective behaviors in the past, mainly inter-role function would have been regarded by the researchers. However, organizational-citizenship behavior includes behaviors that are not part of their official duties and for which they are not rewarded but which influence the effectiveness the organization to a great extent.

Efficient human resources are the most important asset of any organization and the efficiency of any organization is dependent on the effective management and proper application to a considerable extent (Turnipseed and Murkison, 1996, Yi, 2011). As the major resource of the society, human resources should be developed, nourished and motivated using the appropriate incentive policies.

We have organized the overall structure of the paper as follows: In Section 2, we will review the

previous works; in Section 3, we will discuss the analysis of statistical class and data; in Section 4, we will elaborate the results of the case study and finally in Section 5, conclusions will be explained.

2. Previous works

Indubitably, this world is the world of organizations and these organizations are managed by the human beings. By having the greatest power of thinking, they can pave the way for excellence, and development of organizations. In fact, in this rapidly changing and competitive world, it is qualified, creative and dynamic human resources that bring about competitive advantage for the organizations. Therefore, in status quo, knowledge-oriented human resources are regarded as the most important capability and impalpable asset of any organization in obtaining competitive organization. Organizations hold that employers should be considered as the basis for the development and improvement of the quality and efficacy of all corporate processes. Therefore, this factor should be considered as the basis of the process of increasing effectiveness and profitability and the most important resource and the key to competition. As the major capital of the society, human resources should be developed and motivated using the appropriate incentive policies. A great deal of research has been conducted concerning innovative and quality-oriented human resources and their roles in promoting organizations.

Evaluation of the quality management framework for public management decision-making has been performed by Billy and his colleagues (Billy, 2012). The purpose of that study is to investigate the quality management framework as a strategic tool for governmental management. Their method begins with a primary process-based model; then, they enhance this model using quality management norms. Detecting the affective factors, they investigate its profit in quality management system. In the empirical analysis of the framework, 8 factors are detected: realism in decision-making, using quality tools, concern about customer, leadership, cooperation, the approach of the process, collaboration. The results show that leadership and concern about customer are really important for the successful implementation of quality management systems.

The researchers (Braun, 2013) examined the organizational-citizenship behavior as a form of cooperation in the organization and its impact on the effectiveness of temporary agencies, even after the study has been finished. In this study which has been done by investigating and analyzing behavioral components of 247 people, it has been indicated that organizational-citizenship behavior not only facilitates the relationship between process management and iron triangle but also enhances the relationship between individuals even after the process is finished.

The effect of the reputation, quality and value of the companies on online loyalty in the field of the role of corporate reputation and its relationship with quality, value has been perceived and loyalty is online (Caruana and Ewing, 2010). The research process has been done among customers of two different online sellers, one is book-seller another one is in stock field. Findings indicate that the reputation and credibility of large companies have a direct effect on loyalty online. The impact of customer participation and citizenship behavior on employee's performance, satisfaction, commitment, and intention to leave has been investigated by researchers (Chiaburu and Baker, 2006). Using data related to customers, employees and managers of a large electronic company, this study investigates the similarity and adaptation of the effects of customer collaboration in the satisfaction of customers in average.

The relationship between organizational-citizenship behavior and quantity and quality of performance has been assessed (Hodson, 2002). The results of this study, which has examined 40 workers in paper-manufacturing company in United States of America, indicate that sportsmanship behavior contributes a great deal to the degree and performance.

3. The analysis of the statistical data

The statistical data in this paper comprises all the management employees of Technical and Vocational Education, where totals 225. The statistical class of the research on the basis of gender segregation and workplace are shown in Table 1.

Table 1: Statistical data according to the gender and place of service

No.	Service location	gender	
		Female	Male
1	General Office (Urmia)	16	29
2	Brothers' Center number 1 Urmia	0	33
3	Sisters' center Urmia	7	0
4	Mahabad Center	1	18
5	Boukan Center	0	17
6	Sisters' center Boukan	4	0
7	Oshnaviye Center	1	3
8	Naghadeh Center	1	8
9	Sardasht center	0	9
10	Piranshahr Center	0	9
11	Miyandoab Center	1	13
12	Sisters' Center Miyandoab	2	0
13	Salmas Center	0	15
14	Khoy Center	1	15
15	Makoo Center	0	10
16	Shahindej Center	1	5
17	Tekab Center	0	6
Sum		35	190
Sum of total		225	

For estimating statistical sample Cochran formula is used according to Eq. (1) (Cochran, 1963).

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left(\frac{z^2 pq}{d^2} - 1 \right)} \quad (1)$$

In Eq. (1) *N* statistical data size which equals 225, *p* is the probability of a desired attribute that is 0.5, *q* the probability for the impossibility of a desired attribute which equals 0.5, *d* potential efficiency equaling 0.05 and *z* is equal to 1.95 or reliability. According to Eq. (1), the sample size will be equal to 143 by replacing numerical. To select a statistical sample from among the statistical data, we have used stratified random sampling according to Eq. (2).

$$\text{Statistical sample} = \left[\frac{\text{number of the centers' employees (Male and Female)}}{\text{total number of employees}} \right] \times \text{Statistical sample size} \quad (2)$$

According to Eq. (2) the number and the shares of each class in the statistical sample are shown in Table 2.

4. Case study

Statistical sample has been used for gathering information, and questionnaires have been used for testing the hypothesis. Questionnaires are composed of two sets of questions. The first group has been adjusted to determine the characteristics of the sample in terms of gender, marital status, age, education and work experience, and the second has been designed in three models to test the research hypothesis. The first model which consists of 38 questions of employer's quality-oriented questions have been codified based on the theory of Iraj Soltani (Soltani, 2001). The second model, which contains Organizational Citizenship Behavior 30 questions, is based on the theory of Organ et al (Organ and Ryan, 1995). The third model, which consists of 26 corporate reputation questions, is based on the theory of Taleghani G. et al (Taleghani et al. 2013). The frequency and percentage of statistical representatives is shown Table 3.

According to data shown in the Table 3, it has been noted that 83.9 % of the statistical sample is composed of male and 16.1 % is composed of female; 6.5% of samples is single and 94.4% is married. 1.4% of the statistical sample consists of people under 25, 28% were between 25 and 35, 54.5 % consists of between 36 and 45; and 14.7 % comprises between 45 and 55 years and 1.4 % comprises 55.

Also, 23.1% of the statistical sample consists of high school graduates, 15.4% of the statistical sample comprises those with an associate degree, 44.1% comprises bachelor's degree and 17.5 % comprises master's degree. Furthermore, 7.7% of the statistical sample has less than 5 years of experience, 24.5% between 5-10 years, 21%

between 11 and 15 years, 28.7% between 16-20 years, 18.2% over 20 years.

Table 2: The Number and Shares of each Class in the Sample

No.	Classes	Number	The Share of each Class in the Sample
1	Male Employees in General Office (Urmia)	29	18
2	Female Employees in General Office (Urmia)	16	10
3	Male Employers in Center Number 1 Urmia	33	21
4	Female Employers in Center Urmia	7	4
5	Male Employers in the center of Mahabad	18	12
6	Female Employers in the Center of Mahabad	1	1
7	Male Employers in the Center of Boukan	17	11
8	Employers in the Sisters' Center Boukan	4	2
9	Male Employers in the Center of Oshnaviye	3	2
10	Female Employers in the Center of Oshnaviye	1	1
11	Male Employers in the Center of Naghadeh	8	5
12	Female Employers in the Center of Naghadeh	1	1
13	Male Employers in the Center of Sardasht	9	6
14	Male Employers in the Center of Piranshahr	9	6
15	Male Employers in the Center of Miyandoab	13	8
16	Female Employers in the center of Miyandoab	3	2
17	Male Employers in the Center of Salmas	15	9
18	Male Employers in the Center of Khoy	15	9
19	Female Employers in the center of Khoy	1	1
20	Male Employers in the Center of Makoo	10	6
21	Male Employers in the Center of Shahindej	5	3
22	Female Employers in the Center of Shahindej	1	1
23	Male employers in the center of Tekab	6	4
Sum		225	143

Table 3: Distribution of frequencies and percentage of statistical samples

Features	Frequency	Percentage
gender	Male	83.9
	Female	16.1
Marital status	Single	5.6
	Married	94.4
Age	Below 25 years old	1.4
	25-35 years old	28
	36-45 years old	54.5
	46-55 years old	14.7
	More than 55 years old	1.4
Level of education	Diploma	23.1
	Associate Degree	15.4
	BA	44.1
	MA	17.5
Experience	Less than 5 years	7.7
	5-10 years	24.5
	11-15	21
	16-20	28.7
	More than 20 years	18.2

In Table 4 are shown mean and Standard Deviation (SD) the opinions of the people in the statistical sample about the quality-oriented components in Technical and Vocational Education Management.

Table 4: Theoretical Statistical Factors of Quality-Oriented Components

No.	Component	Mean	SD
1	Customer-oriented	1.68	0.79
2	creativity	1.86	1.14
3	Permanent attitude of the desired status	1.93	0.88
4	Beauty and Aesthetics	1.62	0.75
5	Patience	1.85	0.86
6	Group-oriented	1.81	0.83
7	Goal-oriented	1.78	0.79
The final average quality oriented		1.79	0.86

The results of Table 4 show that the highest average related to permanent attitude towards the desired status and the lowest average is related to and aesthetics .The final average of quality-oriented equals 1.79 and the deviation standard is 0.86. The comparative chart of quality-oriented components average is shown in Fig. 1.

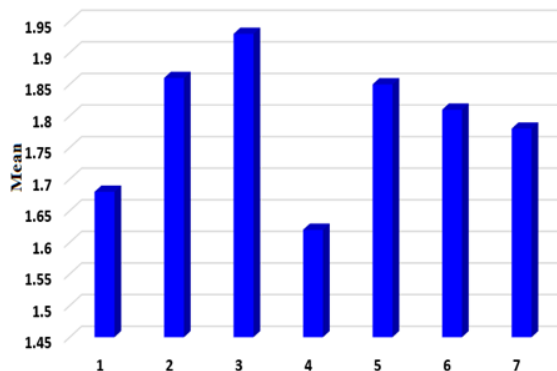


Fig. 1: The Comparative Diagram of the Theoretical Statistical Indicators of Quality-oriented Components

The mean and the SD of the opinions of the people in the statistical sample about the organizational-citizenship behavior in Technical and Vocational Education Management are shown in Table 5.

Table 5: Statistical Indices of the Components of the Organizational Citizenship Behavior

No.	Component	Mean	SD
1	Altruism	1.46	0.67
2	Moral	2.42	1.01
3	Magnanimity	2.69	1.08
4	Courtesy and Consideration	1.93	0.97
5	Civil Behavior	1.84	1.05
Mean Total Organizational Citizenship Behavior		2.07	0.96

The results of Table 5 indicate that from among the citizenship behavior components the highest mean is related to generosity and the lowest is related to organizational altruism. And the final mean for the organizational behavior is 2.07 and the SD is 0.96. The mean of the organization citizenship behavior components are shown in Fig. 2.

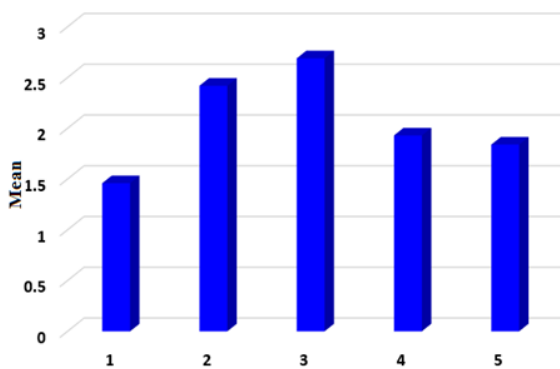


Fig. 2: The Comparative Diagram of the Mean of Statistical Parameters for Organizational Citizenship Behavior Components

The mean and the SD of the opinions of the people in the statistical sample about the organizational reputation components in Technical and Vocational Education Management are shown in Table 6; the mean is 2.7 and the SD is 1.18.

Table 6: Mean and SD of Organizational Reputation components

Organizational Reputation	Mean	SD
Total	1.18	2.75

In order to evaluate the normality of the data, we have used K-S Test and this test has been used for all the data. The results of K-S Test for quality-oriented factors, the organizational citizenship behavior, and the corporate reputation are shown in Table 7. This test was performed at 95% certainty and at significance level of $\alpha = 5\%$. If the level of significance is greater than the value of error 5%, the normality of the data is concluded; otherwise normality of the

data is doubted. The results of Table 7 show that the significance level of variables is less than 5%.

Table 7: Results of the Normality of the Data

Variables	Significance Level	Result
Quality Oriented	0.909	Normal
Organizational Citizenship Behavior	0.481	Normal
Organizational Reputation	0.927	Normal

5. Conclusion

High-quality human resources are the most important competitive advantage and the rarest source in knowledge-based economy. Providing products and various or distinct high-quality services, reduction of the costs, creativity and innovation, rise of competitiveness result from high-quality and knowledge-oriented human resources. Considering this fact, the pioneering organizations incredibly attempt to utilize these key resources in different fields such as quality, production and management in an optimum way. Quality-oriented of the employees plus its dimensions (Customer focus, innovation, steady approach to the ideal situation, and aesthetics, patience, team-oriented and goal-oriented) is very effective in promoting organizational citizenship behavior and its dimensions (altruism, conscientiousness, sportsmanship, politeness and considerateness, civil behavior) and corporate reputation. Owing the dimensions of quality-oriented, the employees will hold that the promotion of organizational-citizenship behavior and organizational reputation at their workplace requires quality-oriented. Thus, the more employees are concerned with customer-oriented, creativity and innovation, constant attitude to the desired status, and aesthetics, patience, team-oriented and goal-oriented, the more organizational citizenship behavior and corporate reputation will increase.

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