Impact of Organizational Citizenship Behaviour on Customer Satisfaction

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Abstract: The aim of this study is to find out the impact of organizational citizenship behaviour on customer satisfaction. For this reason, data have been collected from 150 small-medium enterprises in Sulaimani and Erbil cities of the Kurdistan Region of Iraq. The data have been evaluated by using covariance, correlation and regression analysis. It has been seen that organizational citizenship behaviours of employees have a strong effect on customer satisfaction. Also, the dimensions of organizational citizenship behaviour (Altruism, Conscientiousness, Sportsmanship, Civic virtue, Respect, and Reverence) have positive and meaningful impacts on customer satisfaction. The significance of this finding reveals that increasing the citizenship behaviours of employees in small-medium enterprises are positively associated with customer satisfaction.

Keywords: OCB, Customer Satisfaction, Civic Virtue, Helping Behaviour, Sportsmanship, Courtesy, Conscientiousness

1. Introduction

It is a reality that leadership is a process of influencing and motivating a group of individuals to behave a common desired goal (Budur, 2018b; Torlak & Kuzey, 2019; Yukl, 1999). While leaders moving and motivating their followers to organizational objectives, they should be aware of the importance of the employee's performances (Budur & Demir, 2019b). Previous studies noted that employees' positive behaviours to their leaders and

organizations positively related to organizational effectiveness (Budur & Demir, 2019b; Podsakoff & MacKenzie, 1997; Todd Donavan et al., 2004). In this regard, scholars define employees' positive behaviours that beyond expectations as organizational citizenship behaviour (Budur & Demir, 2019a; Demir & Budur, 2019; Organ, 1997).

In this global age, businesses are getting more important than ever, with their great impact on economic development of the country. Therefore, the relationship between the economic development and businesses is directly promotional (Yildiz & Budur, 2019; Mohammed et al., 2020). Additionally, businesses highly rely on their staff and costumer. Without clients, businesses do not operate and survive in an economy (Khan & Yildiz, 2020; Ali et al., 2020). Because of this, any business is required to use special techniques and policies and to keep their current customers and to gain new customers from the market, where they compete (Budur et al., 2018). However, if companies have inappropriate policies or actions, economy will be negatively affected and these companies start to die out as losing their skilled employees and loyal customers (Demir, 2017; Poturak & Duman, 2014; Uzun & Poturak, 2014).

In this context, customer satisfaction is vital for establishing a strong connection with economic factors to survive. According to Johnson and Fornell (1991) "Customer satisfaction is defined as a customer's overall evaluation of the performance of an offering to date". This means that the degree to which a company's clients are satisfied and happy with their purchased products or experiences with the company (Budur, 2018a; Demir et al., 2019; Torlak et al., 2019). In this regard, employees' attitudes and behaviours are key factors to influence buyer's further actions (Torlak et al., 2019), so they are required to have a constructive, polite and gentle transactions with the buyers to gain loyal customers, which is significant features for businesses to have lifetime purchasers (Aydinli & Demir, 2015).

Nowadays, small medium enterprises especially in shopping are new businesses in Kurdistan region. Because of this, employees need proper training for the future effectiveness of their companies in the related sectors. According to research site observation, these enterprises face some difficulties. These are; firstly, businesses do not follow their organizational roles and do not fulfil exactly their responsibilities against the customers. As a result, the quality of the customer services and satisfaction are negatively affected. Secondly, employee's communication and behaviour against customers sometimes are not constructive, which reveals the lack of employee training in the

enterprises. Thirdly, organizations do not give enough importance on the customer feedback, which increases the quality of the services and performance of the organization. Finally, during the customer complaining, staff and managers should be aware of "customers are always right" and the conflicts between customer, staff or about any problem, staff should be careful about customer satisfaction. Above all, organizations in the Kurdistan region should have a correct insight and trainings to increase the quality of the customer services and customer satisfaction.

In this regard, first of all, the purpose of this paper is to explain the importance of OCB and customer satisfaction. Secondly, this research aims to find out the correlation between organizational citizenship behaviour and employee satisfaction. Thirdly, this research attempts to explain the relationship between sub dimensions of OCBs and customer satisfaction. Further, the study applied in Sulaymaniyah city in Kurdistan region among the small-medium enterprises that literature does not have any similar study. And finally, authors define some important points for the practitioners of the region.

2. Literature Review

2.1 Organizational Citizenship Behaviours

Organizational citizenship behaviour (OCB) can be characterised as individual and optional acts, which the associations formal reward framework does not perceive direct or unequivocally, and advance its appropriate working (Organ, 1997). These behaviours have been pulling in researchers' enthusiasm as they have appeared to be in charge of acquiring increasingly propelled people with abilities concentrated on viably consenting to the short- and long-term organizational targets. Furthermore, these behaviours which are the employees' actions beyond expectations in the work place to fulfil individual and organizational goals, are not described or defined before by the managers. Organ (2015) noted in his research five important dimensions of organizational citizenship behaviours, which are namely.

- Altruism: helping co-workers to fulfil their tasks,

- Courtesy: informing others to do their jobs,

- Conscientiousness, fulfilment of individual task beyond expectations and using time efficiently at workplace like coming to work on time,

- Sportsmanship, being and representing happiness in the workplace as not complaining,

- Civic virtue, attending all necessary meetings and extra activities in the organization (Jung & Yoon, 2015).

2.2 Customer Satisfaction

Customer satisfaction is a key factor on the future behaviours of the customers of any company (Budur et al., 2018). Customer satisfaction is the positive result between customer expectations and the quality of received services. According to scholars, antecedents of customer satisfaction are; expectations, perceived quality and disconfirmation (Anderson & Sullivan, 1993), conflict handling and customer relationships (Budur, 2018a). Besides, consequences of satisfaction are; future repurchase or revisit behaviours, loyalty, word of mouth (Budur et al., 2019; Demir, 2019; Poturak & Softić, 2019; Poturak & Turkyilmaz, 2018; Torlak et al., 2019).

2.3 Research Works on the Relationship between OCB and Customer Satisfaction

There are many previous studies that examined the impact of OCB on the customer satisfaction (Bilgin et al., 2015; Palouzian & Hosseini, 2016; Podsakoff et al., 1997; Smith et al., 1983). However, the difference of this research is to empirically find this positive correlation in small-medium enterprises in a developing country, which we could not find similar studies in the literature. Further, the importance of this paper reveals as explaining the effects of the dimensions of OCB on the customer satisfaction.

Podsakoff and MacKenzie (1997) revealed that OCBs especially helping behaviours positively related with organizational performance. Similarly, Todd Donavan et al. (2004) noted costumer orientation in the organizations provides internal effectiveness in the organizations and positively affects employee performance and OCBs, which in turn cause enhanced employee performance.

In contrast, Castro et al. (2004) noted that OCB service quality relationship is not significant in companies, where the service quality perception is low but it is positively related in high level of service quality perception organizations. Further, they did not find a positive correlation between OCB and customer satisfaction. However, OCB is positively related with customer loyalty.

Based on the study of Palouzian and Hosseini (2016), there is a positive and significant relationship between the individuals, who have citizenship behaviours and organizational effectiveness. And these employees are aware about the importance of the customer satisfaction. Additionally, Palouzian and Hosseini (2016) noted that buyer's satisfaction leads to customer loyalty, "Therefore in order to acquire loyal customers, first managers should focus on internal organizational effectiveness to foster employee performance" that in turn increase employee citizenship behaviour.

In this respect, following hypothesis were developed according to aim of this research.

H1: There is a positive and significant correlation between altruism and customer satisfaction,
H2: There is a positive and significant correlation between courtesy and customer satisfaction,
H3: There is a positive and significant correlation between civic virtue and customer satisfaction,
H4: There is a positive and significant correlation between sportsmanship and customer satisfaction,
H5: There is a positive and significant correlation between conscientiousness and customer satisfaction.

3. Methodology

Aim of the research is to investigate the impacts of employees' citizenship behaviours on customer satisfaction in SMEs in Sulaymaniyah. For doing this, a questionnaire has been prepared and firstly translated into Kurdish and secondly checked by different professionals. Totally, 73 companies have been visited and at about 200 questionnaires were distributed. Hence, the accepted responds were 130 employees that evaluated their citizenship behaviours to company and 95 customers that evaluated satisfaction to the same enterprise. Each question was evaluated based on the Likert scale, which involves 1 (strongly disagree) to 5 (strongly agree).

In this respect, the questionnaire was organized according to Liao & Chuang (2004), which represent the customer satisfaction and comprises three items and organizational citizenship behaviour scale cited from Smith et al. (1983) and Podsakoff et al. (1990), which contains five sub dimensions of Altruism, Courtesy, Civic Virtue, Sportsmanship,

and Conscientiousness, which are totally nineteen items. Second step was to translate questionnaire into Kurdish language by professionals. The survey contains two different types to be filled by employees (organizational citizenship behaviour scale) and customer satisfaction, which should be filled by customers of the related company. Finally, the survey was developed and distributed among the employees of shopping malls and similar level shops in Erbil and Sulaymaniyah cities by the students of Sulaymaniyah Business and Management department of Tishk International University.

Further, in order to understand the relationship between organizational citizenship behaviour and customer satisfaction Covariance, Correlation and simple Regression analyses have been employed. Basically, these analyses measure the relationship and the reliance between two factors. "Covariance" demonstrates the course of the straight connection between factors, where "Correlation" reveals both the quality and course of the straight relationship between two factors (Borgognone et al., 2001). Correlation is a component of the covariance. The difference is the way that correlation esteems are institutionalized while covariance esteems are most certainly not (Lawley, 1956). The meaning of Standard Deviation in the analysis is the outright fluctuation of a dataset's dispersion. When the covariance esteems isolated by the standard deviation, it basically scales the incentive down to a restricted scope of - 1 to +1. This is unequivocally the scope of the correlation esteems (Timm, 1970).

Finally, regression analysis enables to inspect the connection between at least two factors of premium. While there are different sorts of regression analysis, mainly all analyse the impact of at least one autonomous factor on a dependent variable. R is the correlation in regression analysis that measures how the variables move, and their relation to each other. R square or covariance is the proportion of variability which is explained by independent variable or the X variable in the model (Winship & Radbill, 1994).

In this respect following section will cover the demographic information about the participants and results of the aforementioned analyses. The model of the study has been shown in Figure 1.
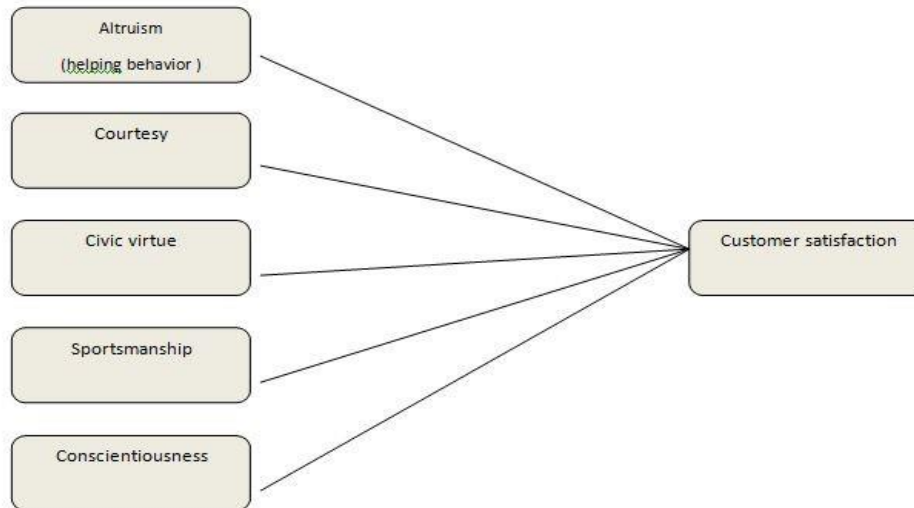
Figure 1: The model of the study
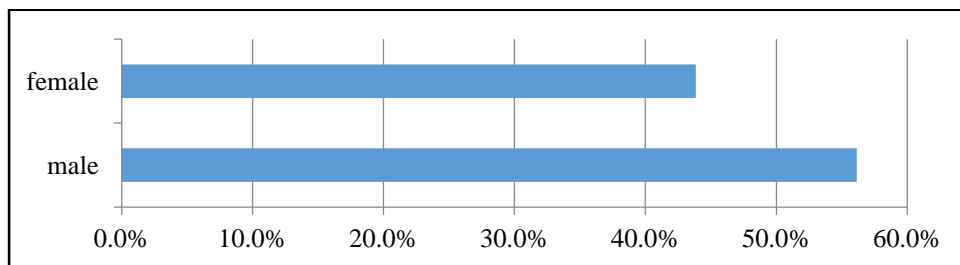
4. Results

4.1 Gender

Figure 2: A comparison of employees

According to survey, 56.2% of the employees are male, which consists of 73 people and 43.8% of employees are female with 57 people.
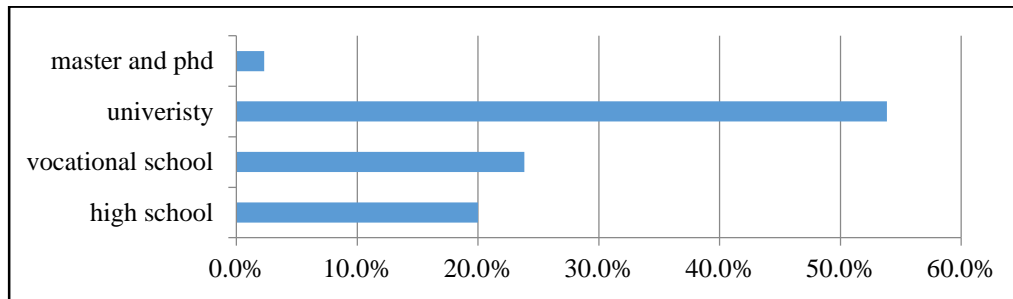
4.2 Education Level

Figure 3: Education level of the participants

Education level of the respondents is as follows; High school consists of 26 individuals, which occupies 20 % of overall sample. While of 2nd group (Vocational school) consists, of 31 people which occupies 23.8 % of overall sample of employees. Also 3rd ^{and} 4th groups which are university and (Master and PhD) consist of 70 and 3 respectively. In addition, occupied percentage are 53.8% and 2.3% respectively for university and (Master and PhD). As a result, university educated people are more tended to respond our survey. In contrast, Master and PhD holders have the lowest average on responding this employee survey. The reason for this may be, there isn't much working in the shopping malls.
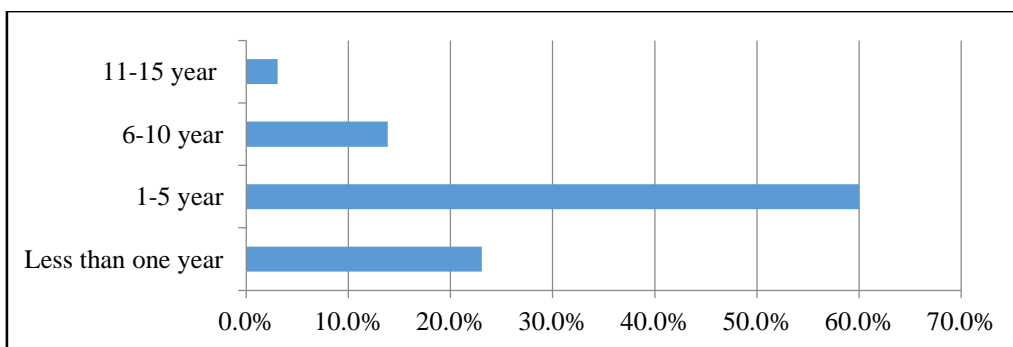
4.3 Experience

Figure 4: Working experiences of the participants

Experience involves having practical background in the real market. Table above gives the

information about the experience in the organizations. Firstly, the highest percentage of experience represented with 1-5 year that is 60% in overall the data that involves 78 employees. Second group is "Less than one year" have 23.1% from the total, in other words, 30 employees. And finally, those with an experience of 6-10 year is 18 employees and 11-15 year is 4 employees respectively.
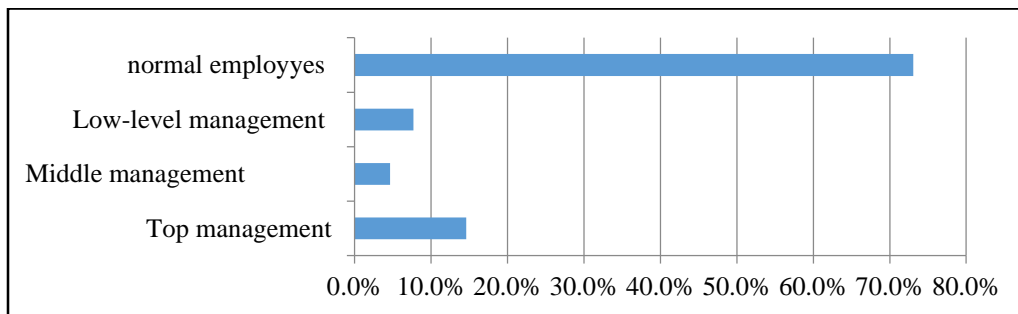
4.4 Position

Figure 5: The position of the participants in their working places

According to data most of the participants have non-managerial position in the work place, which consist of 73.1% (95 employees) and top management level with 14.6% respectively. On the other hand, low level management and middle level management positions are represented with 7.7% and 4.6% jointly. Consequently, it is clear that questionnaire involves mainly employee's citizenship behaviours, which this paper aims to investigate.

5. Research Findings

According to the Table below all the hypothesis of the study are supported. The sub dimensions of citizenship behaviours, Altruism (H1), Courtesy (H2), Civic Virtue (H3), Sportsmanship (H4), and Conscientiousness (H5) positively impact customer satisfaction.

Table 1: Hypothesis results

Independent	Dependent	Adjusted R square	T stat	Coefficient	Correlation
Altruism	Cos. Sat	0.70	6.832	0.543	0.88
Courtesy	Cos. Sat	0.51	7.734	0.372	0.72
Civic Virtue	Cos. Sat	0.45	5.343	0.323	0.67
Sportsmanship	Cos. Sat	0.65	6.764	0.765	0.82
Conscientiousness	Cos. Sat	0.51	7.500	0.665	0.75

Given in Table 1, there are results of regression analysis and correlation between variables. Adjusted R square in the table indicates the average variance explained by the concerning independent variable. For example, altruism among the employees explain 70 percent of the customer satisfaction based on the simple regression model.

T statistics in the table shows the significance of each impact of regression. In order to accept the significance of any impact, t statistics is expected to be more than +1.96 or less than -1.96. Based on the results of simple regression model analysis, it was observed that all t statistics were above +1.96 therefore all of them were accepted.

Correlation results represent the strength of relation between two variables. Correlation results can be between -1 and +1. When there are positive relations between two variables, correlation results should be above 0. In contrast, when the relation is negative, correlation coefficient is expected to be less than 0.

The Table above shows the analyses results between independent variables, which are (altruism, courtesy, civic virtue, sportsmanship, and conscientiousness) with dependent variable, which are (customer satisfaction). According to table (t-statistical analysis), the highest positive significant impact on the customer satisfaction is altruism (0.7). Second positive influential variable on the customer satisfaction is Sportsmanship (0.65). Further, conscientiousness and courtesy are the third positive influential variable with a small difference on customer satisfaction. And finally, civic virtue is followed with positive but weak effect in compare to other dimensions on customer satisfaction respectively.

6. Discussion

a. There is a positive and significant correlation between altruism and customer satisfaction,

According to the social learning and social exchange theory, individual attitudes and behaviours are affected through their relationship with their social environment (Bandura, 1979). And they can imitate the behaviours that they like with time (Cappelli et al., 2019). In line with this, it is conceptualized that citizenship behaviours are mainly aim to affect employee behaviours among each other and against their organization to behave beyond expectations (Podsakoff et al., 1997; Podsakoff & MacKenzie, 1997). According to Podsakoff et al. (1997), helping behaviour among the employees cause a positive atmosphere within the organization and increase their performance. Further, increased performance of employee is a vital factor on the customers repurchase and revisit intention respectively (Torlak et al., 2019). From this point of view, current literature does not have enough evidence.

Furthermore, the difference of the current paper with the previous studies are as follows; altruism and civic virtue, which are helping each other and being polite in the work place have positive impact on customer satisfaction. (H1, H2) is in line with Podsakoff and MacKenzie (1997) who have noted that helping behaviours among the employees are crucial factors on the customer satisfaction. Our findings are in the same line with this study that Altruism has highest impact on customer satisfaction.

b. There is a positive and significant correlation between courtesy and customer satisfaction,

Further, Yoon and Suh (2003) argued that OCB behaviors, like helping each other, being polite, not complaining about inconveniences and acting beyond job descriptions (altruism, courtesy, civic virtue, sportsmanship and conscientiousness) have positive impact on employee service quality and in turn customers quality perception. Our study has pointed and supported Yoon and Suh (2003)'s study and revealed that these citizenship behaviors have positive impact on customer satisfaction. In line with this courtesy is explained as a positive influential factor on the customer satisfaction (Yoon & Suh, 2003). Current study supported these findings respectively, the reason behind this could be that citizenship behaviors cause a positive impact on employee behaviors and positively impact service

quality.

c. *There is a positive and significant correlation between civic virtue and customer satisfaction,*

Besides, Alipour et al. (2014) noted Civic virtue and Respect in the work place cause a positive impact on the customers perception and customer satisfaction. Our findings support these results as well.

d. *There is a positive and significant correlation between sportsmanship and customer satisfaction*

Yoon and Suh (2003) and Alipour et al. (2014) revealed further that in order to cause a positive impact on the employees performance co-workers should not complain about small things and solve them between each other. According to our study, solving small problems according to their experiences promote customer satisfaction.

e. *There is a positive and significant correlation between conscientiousness and customer satisfaction.*

Consequently, while Castro et al. (2004) did not note OCB as an influential factor on the customer perception, and as Pradhiptya (2013) argued OCB as an insignificant factor; our study revealed that especially three factors of OCB play an important role on the customers satisfaction. Palouzian and Hosseini (2016) noted that internal effectiveness, which refers to employee's satisfaction, citizenship behaviours and increased performance positively affects customer's perception about the organization, which is similar to our findings. According to conscientiousness dimension employees join meetings and represent extra efforts for the effectiveness of the organization to promote quality in the organization. So far, this dimension will be positively associated with customer satisfaction, as similar to Palouzian and Hosseini (2016).

7. Conclusion and Suggestions

To sum up, the results of this research revealed that organisational citizenship behaviour has positive and significant impact on customer satisfaction. In detailed, Altruism, which means helping peers even when it's not necessary, has the highest impact on customer's satisfaction.

According to these results, managers should not only focus on the employee's performance antecedents, rather they should increase a helping atmosphere in the workplace to foster employee's citizenship behaviour.

Second, important factor on the customer satisfaction is Sportsmanship, which represents employees' complaints and dissatisfaction about the workplace.

In this respect, businesses should provide a correct communication and consultation ways to their employees to increase their satisfaction about the organization in order to increase customer satisfaction in the region.

And the third significant factor according to study is Conscientiousness that refers to sensitivity of employees about the time management in the company. Namely, coming to work on time, finishing the jobs in defined period of time and concluding task efficiently.

This dimension requires businesses not to establish extra pressures on employees to affect negatively their conscientiousness citizenship to organization. Further, managers should make meetings and consult about the new issues to increase employee participation and to enhance employee motivation about the manager and organization.

Organisations should give adequate importance to customer satisfaction because it's confirmed as an indispensable condition for increased organisational effectiveness and performance. Based on our reviews and research, our suggestion for the managers of companies is that they need to work on employee performance more and more. Also, we advise them to change organizational culture into flexible employee-oriented leadership. As long as the customers give importance to quality and employee behaviour, the managers need to maintain harmony environment with their clients to satisfy their needs.

8. Limitation

This study has some limitations as well. First of all, this study was conducted in SMEs in Sulaymaniyah city of Kurdistan. According to this, our results may not represent all Iraqi companies and customers. Secondly, the size of the respondents could be increased to have more reliable results about the country. Further, next studies should search cultural differences about the citizenship behaviours respectively.

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Appendix

Employee Questionnaire

Altruism-helping behavior	
1	I give my time to help colleagues who have work-related problems
2	I willing to take time out of my own busy schedule to help new colleagues
3	I help others who have heavy workloads
4	I help orient new people even though it is not required
Courtesy- giving advance notice, communicating appropriate information	
5	I here take steps to try to prevent problems with others
6	I act as a peacemaker when others in the company have disagreements
7	I am a stabilizing influence in the company when dissention occurs
8	I touch base with others before initiating actions that might affect them
Civic Virtue- serving on committees and voluntarily attending organizational functions	
9	I really feel as if this company's problems are my own problems
10	I attend functions that are not required but help the company image
11	I attend information sessions that employee are encouraged but not required to attend
12	I actively participate in company meetings
Sportsmanship	
13	I consume a lot of time complaining about trivial matters

14	I tend to make mountains out the molehills
15	I always focus on what is wrong with my situation rather than the positive side of it
16	I always find fault with what the company is doing
Conscientiousness- efficient use of time and going beyond minimum expectations	
17	I often arrive early and start to work immediately
18	I conscientiously follow here company regulations and procedures
19	I don't take extra breaks

Customer Questionnaire

Customer satisfaction	
1	My experiences with this company have always been excellent
2	I am very pleased with the services of this company
3	Overall, I am very satisfied with this company