



# The Relationship between Organizational Citizen Behavior and Nursing Achievement Motivation

Mohammadreza Omidi<sup>1</sup>, Hadi Meftahi<sup>2</sup>, Nabi Omidi<sup>2</sup>

<sup>1</sup>Department of Industrial Engineering, Payame Noor University, Iran

<sup>2</sup>Department of Management, Payame Noor University, Iran

## Abstract

**Introduction:** Human resource is considered a valuable capital in management. In this study, the impact of organizational citizenship behaviors on achievement motivation of nurses was assessed.

**Methods:** The current study is a cross-sectional descriptive research which focuses on correlation. The statistical population of the study included all the nurses working in Medical University's Hospital in Ilam Province in 2016 that included 315 participants and by using Cochran's formula, the size of the sample equaled 179 participants. Sampling was done using stratified method with appropriate and random allocation. The tools used for gathering information in this study included a questionnaire of demographic information, Inventory of Organizational Citizenship Behavior of Podscoff, as well as the Achievement Motivation Questionnaire of Hermens. To determine the correlation between the variables, Pearson correlation coefficient was applied using SPSS software, version 19, and the confidence level was 95% for controlling the significance.

**Result:** The mean score of organizational citizenship behavior indicated that the organizational citizenship behavior of nurses in hospitals of Ilam Medical University was at a medium level  $75.77 \pm 6.1$  from 120. The mean score of achievement motivation of nurses working in hospitals of Ilam Medical University  $3.02 \pm 0.7$  from 4 showed to be acceptable and high. Pearson's correlation coefficient indicated a significant positive relationship among all the components of organizational citizenship behaviors and the achievement motivation of nurses. Pearson's correlation coefficient showed that there was a positive and significant relationship between organizational citizenship behavior and the nurses' motivation for improvement ( $P < 0.001$  and  $r = 0.6674$ ).

**Conclusion:** The significant impact of organizational citizenship behaviors on achievement motivation indicated the importance of this variable in improving the achievement motivation of the nurses and in turn the performance of the hospitals of Ilam Medical University. .

**Keywords:** Behavior, Achievement, Nurses

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## \*Correspondence to:

Mohammadreza Omidi,  
Department of Industrial  
Engineering, Payame Noor  
University, Iran  
Email: mromidi\_91@yahoo.com

## Introduction

Nowadays, development of new technologies and global economic growth has led to ever-increasing competition and rapid changes in the nature of the work of organizations and their employees. For competing in the global stage, meeting employees' needs and expectations and adapting to the changing nature, companies should select the employees that act beyond defined tasks and roles in their job descriptions. In today's highly competitive world, organizations are constantly looking for new ways to maximize their employees' performance and effort. Extremely evolving conditions governing the organizations, increasing competition, and the need for their effectiveness in such situations reveal the

need for competent employees, a generation that is referred to as organizational troops. Nurses' health systems play an important role in improving the quality of services.

The activities of nurses in the hospital are related to the patients (1). Hospitals and health centers are very important with regards to the quality of delivered services. The organizational citizenship or civil behaviors is among the most important factors associated with the behaviors, attitudes, and interactions of nurses that can be used in order to further improve the quality of delivered services. The concept of organizational citizenship behavior and its related factors have been less focused upon in the field of nursing despite their utmost importance (2,

3). Organizational citizenship behavior represents related, voluntary and optional work activities that are organized directly and implicitly through formal job descriptions and reward systems, and ultimately improves the efficiency of the organization. In a bureaucratic system, the managers have done their best to maintain the hierarchical structure of the organization. Therefore, superficial and unreliable interactions have been created among people. However, in the human value system and the democratic environment, appropriate and reliable relations blossom among people (4). Organizational Citizenship Behavior is a collection of voluntary and optional behaviors for an organization that is not considered as an official duty of the employees; in other words, organizational citizenship behavior refers to activities that the employees are not asked to do, but generally supports the organization and creates benefit for it (5). The nature of the nursing job is such that in addition to the moral and organizational commitment toward patients, the nurses must have emotional commitment to patients for improving the quality of the services, which means fulfilling tasks more than expectation of the organization (6). Therefore, among the most important factors in providing better quality services by nurses for patients, we can mention organizational citizenship behaviors. In the area of categorizing organizational citizenship behaviors, the most commonly used classification belongs to the "organ", which divides the organizational citizenship behaviors into five dimensions including altruism, work ethics, chivalry, civic virtue, courtesy, and politeness (8). Organizational citizenship behavior is arbitrary and voluntary and it is not a part of the formal duties of the employees (9). In fact, these are extra-role behaviors, which are normally neglected in the formal reward system of the organization; rather, they are beyond the ordinary tasks of the job, which ultimately result in the effectiveness of the organization (10). Considering the highly evolving conditions in the hospitals and the necessity of their effectiveness, the need for competent nurses is more obvious than ever before, a generation which is considered as the soldiers of the organization and many managers are looking for those who work more than their job responsibilities (11). These behaviors are referred to as prosocial behaviors, extra-role behaviors, underlying performance, voluntary behaviors, and finally organizational citizenship behaviors. These behaviors not only reduce organizational conflicts, but also increase cooperation and participation. Civic behaviors increase the morale and satisfaction

of nurses, and ultimately facilitate reaching organizational objectives.

Organizational objectives are realized when the employees have achievement motivation. Achievement motivation indicates the willingness and interest of an individual in performing the tasks, adjusting a fruitful workplace, overcoming problems, increasing the activities, and higher and better competition through increasing efforts and overtaking others, i.e.e the willingness and interest in performing the tasks better and more efficiently than before (12). Seif believes that someone with achievement motivation is willing to perform the tasks well and voluntarily evaluates his or her own performance (13). Due to the effects of achievement motivation on success, during the last decades, psychologists have been trying to evaluate and identify the factors affecting achievement motivation. The findings of their studies show that personal, family, academic, and social variables are related to this construct (14). The factors which empower and guide our behavior arise from internal as well as environmental forces. Motivation is an internal process which empowers and guides our behavior; hence, motivation is a generic term for identifying the common aspects among needs, cognitions, and feelings (15). With regards to nurses, achievement motivation is of utmost importance; having this motivation, individuals will have sufficient power to successfully finish their tasks, reach goals, or reach a certain level of competency in their careers to finally attain the necessary success (16). Evaluating the effects of organizational citizenship behaviors on various organizational aspects has been studied in different studies (17-20). However, its effects on hospitals and nurses have not been studied sufficiently. In this study, the effects of organizational citizenship behaviors on the achievement motivation of nurses were investigated.

## Methods

The current research is a descriptive cross-sectional correlative study. The statistical population of the study includes all the nurses working in Medical University's Hospitals in Ilam Province in 2016 that included 335 participants. Using the Cochran formula and the 5% error rate, sample size was 179 cases; after examining and removing incomplete questionnaires, it reduced to 170 participants. Sampling was done using stratified method with appropriate and random allocation. In other words, after determining the number of the participants in each hospital, sampling was carried out using a table of random numbers. The tool used for gathering information in

this study included a questionnaire of demographic information, Inventory of Organizational Citizenship Behavior of Podsakoff, as well as the Achievement Motivation Questionnaire of Hermens.

Questionnaire of Organizational Citizenship Behavior of Podsakoff includes 24 items. This questionnaire was first used after being prepared by Na'ami and Shokrkon; the validity and reliability of this questionnaire were confirmed in the study of Na'ami and Shokrkon. The validity and reliability of this questionnaire in the study of Na'ami and Shokrkon, using Cronbach's Alpha coefficient for civic-organizational behavior were found to be 0.47 and 0.88, respectively (8). Regarding the organizational citizenship behavior, a five-option scale from disagree (1 point) to agree (5 points) was considered. The minimum score for this questionnaire is 24 and the maximum score 120. This questionnaire includes five sections: (1) altruism, (2) dutifulness, (3) courtesy and politeness, (4) chivalry, and (5) civic virtue. Organizational citizenship behavior is divided into three groups of low (24-55), medium (56-87), and high (88-120) (21).

The Questionnaire of Achievement Motivation of Hermens includes 29 multiple-choice Likert-type questions which are written as incomplete sentences and based on the level of achievement motivation the four options have a score of 1 to 4, with one being the lowest motivation. Finally, the scores higher than the mean indicate the presence of high motivation in the individual and those lower than the mean indicate low achievement motivation. The Questionnaire of Achievement Motivation of Hermens has been used and validated in various studies (22). Moreover, Noughi et al. (23) evaluated and validated the reliability of this questionnaire, using construct validity method. In this study, the validity of the questionnaires was confirmed by the university professors of nursing and their reliability was assessed using Cronbach's Alpha coefficient, which was equal to 0.87 for the questionnaire on organizational citizenship behavior and 0.82 for the questionnaire of achievement motivation. In order to carry out this study, the necessary permits were

obtained from hospital managers and we ensured them about the confidentiality of the obtained information. Then, the questionnaires of the study were distributed in different working shifts among the nurses and the required data were obtained. Accordingly, the researchers were committed to observe the material and intellectual rights of related agents (research participants, the research, and the related organization or organizations) and informed the participants that they could withdraw from the study any time they wanted. In the current study, the researchers were committed to codes 7, 8, and 17 of the codes ratified for protecting the participants in medical science studies. In this study, the majority of participants were working in the morning shift. In order to analyze the obtained data, we used Pearson's correlation coefficient. The selected confidence level for evaluating the significance was 95 percent. In order to analyze the data, version 19 of SPSS19 software that belongs to IBM Company in USA was used.

## Results

The demographic details of the sample size shows that the mean age of the nurses was  $23.5 \pm 2.6$  years. Among the participants, 58.8 percent were women and 47.3 percent were married. The mean scores of organizational citizenship behaviors are shown in Table 1. It was shown that organizational citizenship behavior of the nurses in the hospitals of Ilam Medical University was at the medium level and among the components of organizational citizenship behavior, the highest mean score belonged to altruism and the component of altruism was utilized more than other components of organizational citizenship behaviors in the hospitals of Ilam Medical University by the nurses.

The mean score of achievement motivation for the nurses was equal to  $3.02 \pm 0.7$  from 4, which indicates that the level of achievement motivation among the nurses working in the hospitals of IMU was acceptable and high. Pearson's correlation coefficient indicated a positive significant relationship between all the components of organizational citizenship behavior and achievement motivation. In other words, all the components of organizational citizenship

**Table 1:** Mean Scores of the Components of Organizational Citizenship Behavior

Component	Mean score in 120	The position of the component in Podsakoff classification (8)
Organizational citizenship behavior	75.77±6.1	Medium
Altruism	94.2±4.6	High
Dutifulness	64.7±3.4	Medium
Courtesy and politeness	67.06±3.08	Medium
Chivalry	81.7±4.2	Medium
Virtue	71.2±3.05	Medium

behavior were directly correlated with achievement motivation at the significance level of  $P < 0.001$ . The results obtained for the effects of the components of organizational citizenship behavior on achievement motivation are presented in Table 2. Altruism had the highest positive significant relationship with achievement motivation and success among nurses.

## Discussion

Organizational citizenship behavior is one of the issues considered by the organization because people with such behavior do more voluntary jobs. On the one hand, nurses are seen as the symbol of doing voluntary duties beyond their tasks. Therefore, the significance of this issue and identification of the relationship of such behavior with other components of organizational behavior has prompted us to investigate the relationship between organizational citizenship behavior and the motivation of the achievement of nurses working in Ilam Medical Sciences hospitals.

As shown, there was a significant relationship between organizational citizenship behavior and achievement motivation. In other words, if nurses show organizational citizenship behaviors, they will have a higher motivation to advance and progress.

The positive and significant relationship between these two variables was also confirmed in Kholghi Fard et al.'s study (2014), which investigated the relationship between organizational citizenship behavior and job achievement motivation in the personnel of Yasouj University of Medical Sciences (24). Moradi et al. (2015) also achieved similar results in their research (25).

In analyzing this part of the results, it can be said that when nurses have a great motivation, they can do their job, believe in their ability, and help to create

bonding and solidarity between the members of the hospital and this leads to voluntary and informed nurses' behaviors in the social environment of the hospital, which directly promotes the effectiveness of the hospital's goals and causes them to perform the duties and responsibilities assigned to them by the administrators and authorities in a proper way; therefore, they can be linked together by using the motivation for progress because the nature of their work is the commitment toward organizational responsibilities and duties of the nurses, which requires the provision of such conditions in which the nurses are motivated and committed to the organization; also, managers and administrators can pay attention to it by creating a suitable atmosphere in the hospital. The mean score of organizational citizenship behavior in this study shows that the organizational citizenship behavior of nurses in hospitals of Ilam Medical University is at a medium level.

The existence of moderate organizational citizenship behavior among the nursing staff shows the need for planning to improve and institutionalize this behavior among the nurses because organizational citizenship behavior affects different aspects of organizational behavior; increasing this behavior among the nursing staff will increase the quality of services and patient satisfaction. In most studies, the level of organizational citizenship behavior has been moderate to moderate-high among the personnel. Rezaee Dizgah et al. (2011) evaluated and measured the level of organizational citizenship behavior in hospitals of Medical University of Gilan Province and the results of their study showed that the level of organizational citizenship behavior of the nurses was at a medium level (26). However, in Mohebifar et al.'s study (2012), the level of organizational citizenship behavior among nurses in

**Table 2:** Pearson's Correlation Coefficient among the Variables of the Study

	Organizational learning	Organizational citizenship behavior	Altruism	Dutifulness	Politeness and courtesy	Chivalry	Civic virtue
Achievement motivation	1	$r=0.674$ $P<0.001$	$r=0.721$ $P<0.001$	$r=0.546$ $P<0.001$	$r=0.612$ $P<0.001$	$r=0.586$ $P<0.001$	$r=0.643$ $P<0.001$
Organizational citizenship behavior		1	$r=0.693$ $P<0.001$	$r=0.443$ $P<0.001$	$r=0.412$ $P<0.001$	$r=0.624$ $P<0.001$	$r=0.603$ $P<0.001$
Altruism			1	$r=0.511$ $P<0.001$	$r=0.473$ $P<0.001$	$r=0.406$ $P<0.001$	$r=0.391$ $P<0.001$
Dutifulness				1	$r=0.502$ $P<0.001$	$r=0.534$ $P<0.001$	$r=0.423$ $P<0.001$
Politeness and courtesy					1	$r=0.561$ $P<0.001$	$r=0.412$ $P<0.001$
Chivalry						1	$r=0.507$ $P<0.001$
Civic virtue							1

educational hospitals of Ghazvin Province was at an acceptable level (27), meaning that in addition to the organization's commitment to patients, nurses are looking for offering the best quality services because of their sense of altruism. In the studies conducted, the nurses' altruism had acceptable scores.

The current study showed that altruism was more prominent than other components of organizational citizenship behavior among the nurses in hospitals of Ilam Medical University and it had a higher score than other components. Dehghani et al. (2015) studied the nurses working in educational hospitals of Hormozgan Province (28) and Khalesi et al. (2012) studied selected hospitals of Tehran Medical University (29) and both studies reported the score of altruism to be at a medium level. Furthermore, in the studies carried out by Salimi et al. (30) and Jafari et al. (31), the nurses participating in the studies scored higher in the altruism component of organizational citizenship behavior. The results of this study showed that the level of achievement motivation among the nurses working in hospitals of Ilam Medical University was at a medium level. In the studies carried out by Kavospour (2015) and Kamariah (2010), a high level of achievement motivation was reported (32, 33), which is in line with the results of the current study. In other studies, the level of achievement motivation of nurses was reported as medium (34) and medium or higher (35). It seems that considering the fact that various factors can affect the level of achievement motivation of individuals, particularly nurses, the level of achievement motivation will vary among the nurses working in different hospitals.

The increase in progress among nurses in different studies indicates that many nurses have selected this career in order to help others and perform a useful job. Moreover, this motivation plays an important role in performing the important job of nursing, which is related to the health of individuals and the society. Furthermore, this motivation is the factor maintaining the nurses in this career and acts as a driving force for the educational success and the improvement of the field of nursing.

One of the strong points of this study was considering the relationship between organizational citizenship behavior and achievement motivation for the first time among the nursing community in Iran; and the weakness of this study was the fact that components were only measured among clinical nurses. Besides, the questionnaire was not distributed among nursing students and faculty members.

One limitation of this research was lack of generalization of the research due to the small

sample size and physical and mental status of nurses when answering the questions which can affect the overall result.

### Conclusion

Considering the importance of the role nurses play in realizing the strategic goals of hospitals, which have a unique function in the society, paying attention to the factors affecting the achievement motivation of nurses seems necessary. Planning for realization of the components of organizational citizenship behavior in various areas of the hospital as an organization will have a clear impact on improving the variables of achievement motivation and in turn on improving and promoting the quality of healthcare services in hospitals. The significant impact of organizational citizenship behavior on achievement motivation indicates the unique position of this variable in improving the achievement motivation of the nurses and in turn the performance of hospitals of Ilam Medical University. In this regard, this study can be very useful for the hospitals of Ilam Medical University since it is a step towards studying the field of improving achievement motivation and its results can act as a research basis for other universities.

**Conflict of Interest:** None declared.

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