Mediator role of social capital and organizational commitment in the relation of service-oriented motivation and organizational citizenship behavior

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ABSTRACT

Service-oriented motivation has been created to illustrate people's motivation to join the public sector. The aim of this study is the formation of organizational citizenship behavior based on service-oriented motivation, social capital and organizational commitment. The research method is descriptive-correlation and type of the path analysis. Statistical population is included all employees of state-owned banks in Kerman. 220 participants out Of all the population were selected as the sample of the study. Four questionnaires were used to collect data that include: Questionnaires of service-oriented motivation, organizational citizenship behaviors, social capital and organizational commitment. Confirmatory factor analysis was conducted to determine validity of questionnaires. Cronbach's alpha coefficient was calculated to measure the reliability, this coefficient for the questionnaires respectively, 0.83, 0.89, 0.91 and 0.90 were estimated. The data collected were analyzed with statistical software of Spss and Amos. Results showed that there is a significant positive relationship between service-oriented motivation and organizational commitment, organizational citizenship behavior and social capital. Finally, the mediator role of variables of the organizational citizenship behavior and organizational commitment was evaluated that mediating role of these two variables was not confirmed.

*Keywords***:** Service-oriented motivation; organizational citizenship behavior; social capital; organizational commitment

1. INTRODUCTION

Differences of social, cultural, religious and other differences among different communities can be an important challenge in the generalizability of many, the possibility of using Western research results significantly should be evaluated particularly in the humanities and specifically in public administration in Iran (Labbaf and Dalvi, 2004).

Several theories have attempted to explain the factors influencing employees' motivation and public sector managers. Some of these theories have not discriminate among of motivational factors for employees of public and private sector. While, some theories believe that motivation to serve in the public sector to a large extent is different from the private sector.

Among the motivational theories that in recent decades mainly in the public administration literature have been considered, can be referred to: Public choice theory "the steely principal of the person interests", Agency theory orprinciple-agent, Stewardship theory and pattern of public service motivation (psm). The real motivation of managers for serving in public organizations is an important issue that had always debated on the public administration history. The motivation of state employees is one of the oldest and most controversial topics in the field of public administration (Coursey and Pandey, 2007).

Efforts to improve the performance of public organizations depend partly on the ability to successfully motivate employees and managers in the public sector (Houston, 2000). At the same time, the conventional wisdom in public administration had been that public sector employees especially compared with private sector employees must be motivated largely by the desire to help the general public (Houston, 2006; Brewer, 2003). For this reason, much research has been done on the subject of the people main motivation to join the public sector and its difference with the employee motivation of private sector. One of the motivational theories that has been considered in the literature of public administration in the last two to three decades to be the pattern of Public Service Motivation that has been proposed by Perry in 1990.

This theory is based on this point that public sector employees have different motivational factors or aspects of private sector employees. This pattern in response to the question of what factors motivate people to be absorbed into public service, offers four components, which include: Willingness to participate in public policy making, commitment to the public interests, compassion and self-sacrifice (Perry & Wise, 1990). Scientists and experts in organization and management have always been willing to have employees with high motivation and commitment.

This interest is originated from opinions and empirical evidence that having the motivated and committed workforce will be included many benefits (Meyer et al., 2004). Thus, the motivations of managers and employees, particularly in the public sector and its relationship with job satisfaction and organizational commitment is very important. Thus, review of managers and employees motivations particularly in the public sector and its relationship with job satisfaction and organizational commitment is very important. In this paper is tried using the model of Perry's public service motivation to evaluate the amount of public service motivation of employees in state banks of Kerman and its relationship with social capital, organizational citizenship behavior and organizational commitment.

2. THEORETICAL

Public service motivation

Today, public service motivation has conceptually developed. This concept that originally rooted in issues related to the ethics of public service in the 1970s (Buchanan, 1975), has been used to determine what motivates public servants in the West (Taylor, 2007, p. 932; Perry, 1996, p. 6). Perry and Wise (1990). They argue that the public sector needs to redefine the motivation and also reviewing the unique motivational fundamentals in the field of public service. Although the financial benefits and payments may encourage some people to choose public sector jobs but Perry and Wise assign the more weight for tendency to participate in public policy making and gaining the opportunity to serve a higher purpose. They have argued that people who respond to such incentives or motivations, have a higher motivation of public service. These motivations are the same incentives that " Brewer " and "Selden» refer to them as incentives forces to serve in the public sector (Brewer et al, 2000, p. 255).

Organizational Commitment

Organizational commitment is a psychological state that shows a relationship between employee and his organization and commits him to the organization and keeps him in the organization (Meyer & Allen, 1997, p.154). In addition, it creates a kind of psychological stability and a contribution sense to the organization in the employees and commits employees to implement the measures that are led to achieving the goals of the organization (Bentein et al, 2005, p.469).

Organizational Citizenship Behavior (OCB)

OCB is a set of voluntary behaviors that are not part of the official duties of the individual but are done by him/her and effectively improve the functions and duties of the organization (Appelbaum et al, 2004, p. 19). Optional word suggests that these behaviors is not include behaviors that the person do to meet the needs of its own role or job duties description. Incentives space of OCB, will attract and retain qualified personnel. Thus, through providing conditions of achieving organizational citizenship behavior in the workplace, can be guaranteed to increase the job satisfaction and improve the employee performance (Podsakoff et al, 2000, p. 518).

Social capital

Hanifan has described the concept of social capital by words such as "goodwill", " friendship", "mutual sympathy" and "interaction and social exchange" among a group of people who form a social system (Hanifan, 1916, p. 131). The concept of social capital was raised in the scientific literature during the eighties. Bourdieu (1986) considers social capital as a set of actual or potential resources which are linked to possession of a durable network of more or less institutionalized mutual relations (Szeman & Kaposy, 2010, p. 86). Social capital is a set of physical, financial, human and cultural capitals that with the enhancement amount of each of these capitals in the different levels of organizational, group and national, will be added to the amount of social capital. So, social capital is the glue that creates the necessary adhesion between different types of funds and if they lose their adhesion properties,

will certainly be flawed other capitals and in finally is led to backwardness and lack of appropriate development of organizations, groups and communities (Chavoushi, 1387, p. 121).

One of the important aspect of all definitions is the fact that social capital and physical capital or human capital are the same and people have developed it for future returns. From the perspective of Coleman, social capital is summarized in three dimensions obligations, expectations, mutual trust and communication channels and norms and effective executive guarantees (Bolino et al, 2002, p. 506).

3. RESEARCH EXPERIMENTAL LITERATURE

Relationship between service-oriented motivation and organizational commitment

Previous studies suggest that there is a relationship between public service motivation to behavior, attitudes and important job consequences. Based on results of these research, there is a significant relationship between public service motivation and performance at both the individual level (Alonso & Lewis, 2001) and organizational level (Kim, 2005), displacement, absenteeism and job satisfaction (Bright, 2008), intention of employees and managers to stay in the public sector, administrative red tape, administrative reform and hierarchical authority (Moynihan & Pandey, 2007), improving productivity, improving management, accountability and trust in government (Brewer & Selden, 2000). Based on other studies, service-oriented motivation has been approved as a predictor factor for people's organizational commitment (Taylor, 2007; kim, 2005). Research has shown that employees with the higher score of service-oriented motivation are more satisfied to their job and are more committed towards their organizations and are more effective and more efficient in comparison with other employees. So, based on the studies can be concluded that there is a significant positive relationship between service-oriented motivation and organizational commitment.

Relationship between service-oriented motivation and organizational citizenship behavior

One of the most important issues in service organizations is the employees' motivation level so that employees perform their work with high accuracy and quality and in accordance with customers' expectations. This allows the organization to retain existing customers and attract new customers (Ferdousipour, 2016, p. 6). Public service motivation can be the driving force to provide better service. In addition, Pandey and colleagues (2007) found that employees with high levels of public service motivation are better than organizational civilians. Organizational citizenship behavior is included positive behaviors such as willingness to help colleagues, tendency to work immediately, socialization, trust, integrity, more attention to your colleagues and contribution to partners in a variety of tasks (Pandey et al, 2007). Also, results of Kim's researches showed that service-oriented motivation leads to positive organizational citizenship behavior. In addition, Kim and colleagues concluded that positive organizational citizenship behavior has a positive relationship with organizational performance. His assessment on 2,000 employees of the governmental sector in South Korean, showed that although, service-oriented motivation has the more weak effect on the quality of providing services compared to other factors such as job satisfaction and

organizational commitment, but there is a significant positive relationship between public service motivation and organizational performance. Hence, public service motivation leads to positive organizational citizenship behavior that has a positive impact on organizational performance. So, based on the studies can be concluded that there is a significant positive relationship between service-oriented motivation and organizational citizenship behavior.

Relationship between service-oriented motivation and social capital

Chang et al. (2014) in a study entitled growing service-oriented motivation through trust (between people at work): evidence from government leaders in Taiwan concluded that service-oriented motivation has a significant positive impact on the trust network between people. Jacklin Sheada (2011) in a study entitled public service motivation and social capital concluded that there is a significant positive relationship between public service motivation and tendency to social behavior and social capital. So, based on the studies can be concluded that there is a significant positive relationship between service-oriented motivation and social capital.

Relationship between social capital and organizational citizenship behavior (OCB)

In the new organizational structures (flexible management), organizations need to employees who operate beyond their job duties to using the resources and assets within the organization (competitive advantage) access to social capital and improve the organizational performance (Shamsi et al., 2015, p.124). Social capital is formed by close interpersonal relations between organization people that the close interpersonal relations can be referred to the same organizational citizenship behaviors. Putnam believes that behaviors such as cooperation and partnership that are shown by the people, help to build trust, love and mutual understanding between them and are effective to create improvement of social capital. Therefore, such the community-oriented behaviors are quite similar to "citizenship behaviors" in organizations (Sobhani Nezhad et al., 2010). Appearance of organizational citizenship behavior has been caused that organizations be innovative, flexible, efficient and responsible for their survival and success. Organizational citizenship behavior is important because of its impact on organizational effectiveness which exerts this effect through social capital. However, the social capital constitutes organizational citizenship behavior and organizational citizenship behavior is a valuable asset that enhances the organization's performance. So, based on the studies can be concluded that there is a significant positive relationship between social capital and organizational citizenship behavior.

Relationship between social capital and organizational commitment

Contribution of social capital is very important to facilitate the tasks and role of job satisfaction and organizational commitment on performance quality and training human resources. Today, human resources are the basis for community development (Fakhraee & Asadi, 2010). Because, social capital can provide a good platform for the exploitation of human resources in the organization so that human resources with greater participation, mutual trust and increase their professional knowledge, are able to perform their obligations to the organization (Gyvryan & Dindarfarkvsh, 2011). However, few studies have examined the impact of social capital structures on various aspects of the teaching staff careers. Review of previous research shows the generally positive impact of social capital on organizational

commitment (Haghighatian et al, 2008). Khorshid (2012) examined the relationship between social capital and organizational commitment among the employees of state-owned banks in Kerman and showed that there is a significant positive relationship between two variables. Kazemzade and Ghasemzadeh (2013) examined the role and impact of social capital on organizational commitment and effective education and concluded that there is a significant positive relationship between social capital and tendency to organizational commitment. So, based on the studies can be concluded that there is a significant positive relationship between social capital and organizational commitment.

Relationship between organizational commitment and organizational citizenship behavior (OCB)

In relation with organizational commitment and organizational citizenship behavior, Meyer and Herskovich (2001), believe that two dimensions have the continuous commitment and control degree normative and external oversight and combining one or both of them with emotional commitment may diminish the positive impact of this dimension on the organizational citizenship behavior. Employees with emotional commitment should contribute with the stronger intent in condition of organizational citizenship behavior until the origin of the commitment is associated with the costs (Gellatly et al, 2006, p. 334). Meyer et al., (2002) and Cohen (2007) believe that organizational commitment is developed by comparing the interaction between expectations and its trends based on individual characteristics and demographic and job characteristics and eventually leads to organizational citizenship behavior (Lawrence et al, 2012, p. 329). So, based on the studies can be concluded that there is a significant positive relationship between organizational commitment and organizational citizenship behavior.

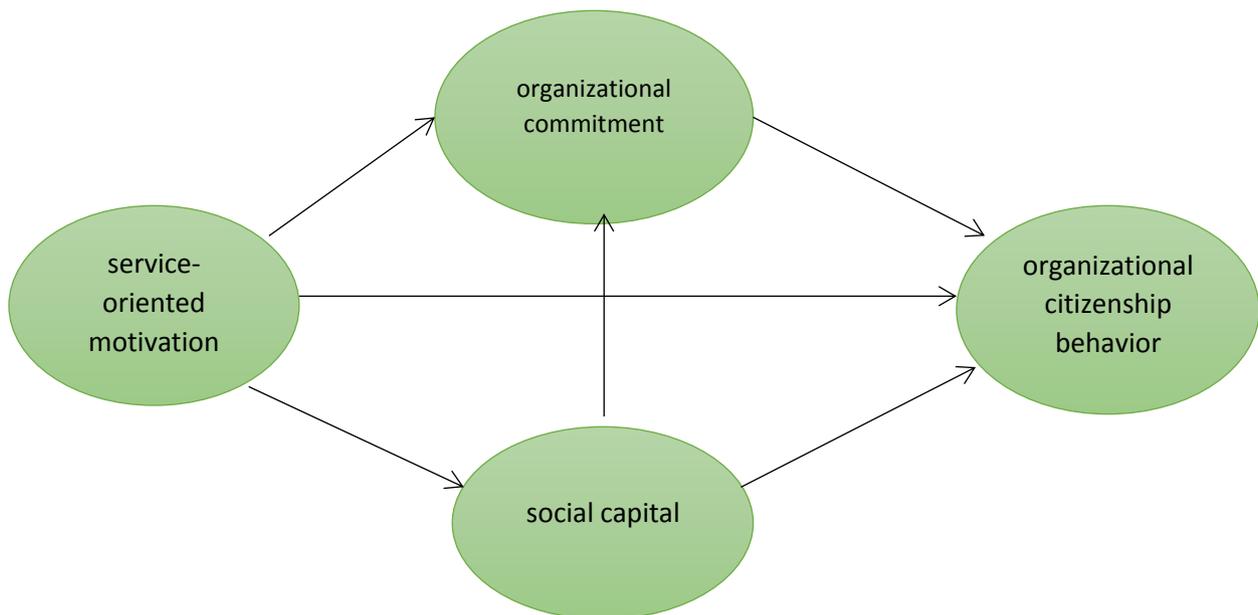**Research conceptual model**

Figure 1. Research conceptual model

The purpose of this research is the formation of organizational citizenship behavior based on service-oriented motivation, social capital and organizational commitment. Accordingly, the conceptual model is designed as Figure 1.

4. METHODOLOGY

The research method is descriptive-correlation and type of the structural equations. Statistical population is included all employees of state-owned banks in Kerman. Sampling was conducted using relative stratified random method, for this purpose from the managers group 35 persons, assistants 40 persons, cashiers 134 persons and credits officials 11 persons were selected. The main tool for collecting data was a questionnaire. The following table shows the variables, questionnaire questions compound and their resources.

Table 1. Questionnaire structure.

Variable	Components	Reference
organizational citizenship behavior	Altruism, courtesy and politeness, conscience, chivalry, civic behavior	Jang and Young (2012)
organizational commitment	Emotional commitment, normative commitment, continuance commitment	Meyer and Allen (1997)
service-oriented motivation	Tendency to policy-making, commitment to the public interests, compassion, dedication and sacrifice	Perry and Wise (1990)
social capital	Cognitive, relational and structural	Nahapiet and Ghoshal (1998)

Also, based on Cronbach's alpha coefficient, questionnaire reliability of service-oriented motivation equal to 0.83, social capital equal to 0.91, organizational commitment equal to 0.90 and organizational citizenship behavior equal to 0.89 were calculated. Each questionnaire is graded on the basis of the Likert's five-item spectrum. To analyze the research data were used the software of Spss version 21 and AMOS version 18.

Research findings

Before examining the research hypotheses must be evaluated hypothesis of the research variables normality. Descriptive Indicators of the variables have been expressed in Table 2.

Table 2. Descriptive indicators of research variables.

Variable	Mean	Standard deviation	Skewness	Kurtosis
service-oriented motivation	3.62	0.71	-0.32	-0.56
organizational commitment	3.60	0.64	-0.58	0.15
social capital	3.81	0.81	-0.29	-0.70
organizational citizenship behavior	3.52	0.77	-0.71	-0.29

Klein (2011) believes that the absolute value of skewness and kurtosis of variables should not be more than 3 and 10. According to Table 2, the absolute value and kurtosis of all variables and components is less than 1 which shows normality hypothesis of the variables to test the research variables is established. Correlation coefficients of the research variables have been expressed in Table 3.

Table 3. Correlation matrix of research variables.

No.	Variable	1	2	3	4
1	service-oriented motivation	1			
2	organizational commitment	0.87	1		
3	social capital	0.90	0.69	1	
4	organizational citizenship behavior	0.61	0.55	0.48	1

According to the data in Table 3, the variable correlation coefficient of service-oriented motivation, organizational commitment, organizational citizenship behavior and social capital at a significance level of 0.01 is positive and significant. To evaluate the fitting of the proposed model in the study was used the goodness fitting indicators. Therefore, in this study

among the various indexes of goodness fitting were used from the fitting indicators mentioned in Table 4.

Table 4. Goodness fitting indexes of research model.

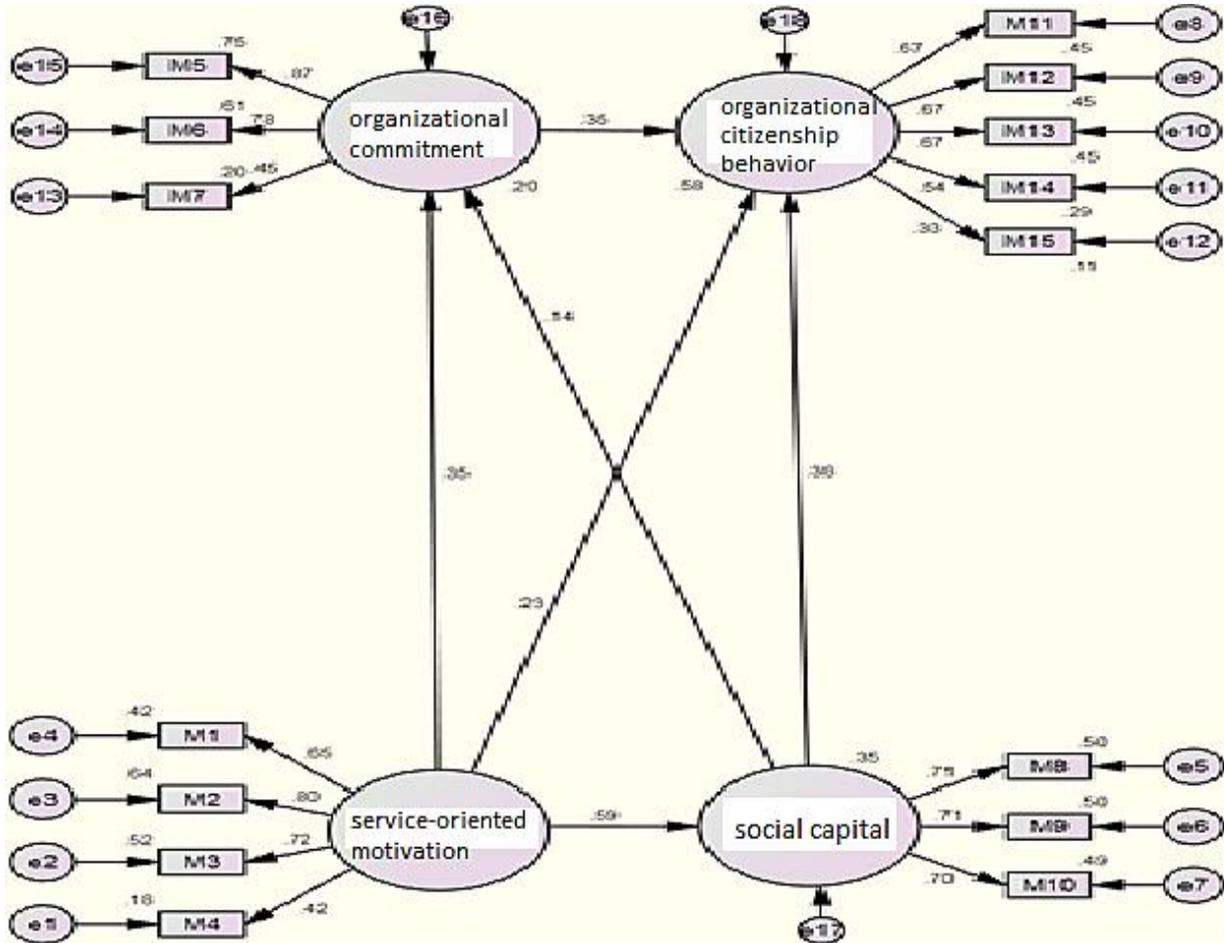| Index	χ2/df	RMSEA	GFI	AGFI	CFI	NFI	NNFI	IFI
Value	2.89	0.068	0.98	0.92	0.96	0.98	0.96	0.99

Figure 2. Structural Equations Model of research hypotheses

Based on the estimated parameters in Table 4, proportion of X-square to the freedom degree (χ2 / df) is 2.89, root mean square error of approximation (RMSEA) is 0.068, goodness fitting index (GFI) is 0.98, adjusted goodness fitting index (AGFI) is 0.92, comparative fitting index (CFI) is 0.96, normalized fitting index (NFI) is 0.98, not normalized fitting index (NNFI) is 0.96, incremental fitting index (IFI) is 0.99. According

to the obtained indicators based on perspective of the Klein (2011 and 2005), the research pattern has a good fitting.

After reviewing and confirming the pattern, P index was used for significance testing hypotheses.

Values smaller than 0.05 for P value show the significant difference calculated for the regression weights with zero value at the confidence level 0.95. Hypotheses associated with regression coefficients and P values related to each hypothesis have been shown in Table 5.

Table 5. Regression coefficients and results of the hypotheses test.

Hypothesis number	Relationship between variable …	And variable…	Beta	P	Result
1	service-oriented motivation	organizational commitment	0.35	0.042	Approved
2	service-oriented motivation	organizational citizenship behavior	0.23	0.005	Approved
3	service-oriented motivation	social capital	0.59	0.023	Approved
4	social capital	organizational citizenship behavior	0.38	0.000	Approved
5	social capital	organizational commitment	0.14	0.048	Approved
6	organizational commitment	organizational citizenship behavior	0.35	0.000	Approved

*** $P < 0/001$

According to the results of Table 5, all hypotheses were approved. In the following, the role of variables mediator of organizational commitment and social capital in the relationship between service-oriented motivation and organizational citizenship behavior will be examined in the form of path analysis.

Table 6. Results of path analysis.

Impact of variable ...	On the variable …	Direct impact	Indirect impact	Total impact
service-oriented motivation	organizational citizenship behavior	0.069	0.329	0.405

According to the results of Table 6, the indirect impact of service-oriented motivation on the citizenship behavior is not significant (more than 0.05). As in Figure (2) has been shown, the variables of social capital and organizational commitment have a mediator role in relationship between service-oriented motivation and organizational citizenship behavior but given that indirect relationship of the service-oriented motivation and organizational citizenship behavior is not significant (Table 6), so, the mediator role of these variables is not approved.

5. DISCUSSION AND CONCLUSION

This study was conducted with the aim of forming the organizational citizenship behavior based on service-oriented motivation, social capital and organizational commitment among employees of state-owned banks in Kerman. In the first step of examining study hypotheses, the direct relationship of service-oriented motivation and organizational commitment was confirmed that is consistent with the results of Krevsun (1997), Breuer and others (2000), Kim (2005), Taylor (2007), Kemileri (2006), Vendnabil and colleagues (2006). According to the above relation, it is recommended that government agencies should be noted that public service motivation can provide a wider range of incentives and motivation for employees and managers in the public sector. In addition, a significant relationship between service-oriented motivation and organizational citizenship behavior according to Ferdosipour (2016), Pandey and colleagues (2007), Sanerouis (2013) was approved. Also, a significant relationship between service-oriented motivation and social capital with the results of Jacklin Sheyda (2011) and Chung et al., (2013) is consistent. Therefore, it is suggested to the public sector managers that try to meet the interests of general public rather than interests of certain individuals (through approach-oriented community). Government managers should strive to serve the people, compensate the backwardness of the people, reduce the problems of society, promote the social justice and especially enhance the customer satisfaction.

In the second step of examining study hypotheses, the significant relationship of social capital and organizational citizenship behavior was confirmed that is consistent with the results of Susulan (2001), Haushio (2009), Younni (2014), Yazdanpanah and Pourdal (2014), Asgarian and Keramati (2014). Also, a significant relationship between social capital and organizational commitment that is consistent with the results of Khorshid (2012), Kazem Zadeh and Ghasemzadeh (2013), Vahdati (2010) and Arize Samani (2007) was approved. Therefore, it is suggested that managers through reinforcing culture of loyalty, obedience and functional participation and community involvement create the friendship, trust and identity

among employees. Managers through the creation of appropriate working space in the organization should increase the employees' tendency for sacrifice and preferring organizational interests to the individual interests and supporting and defending the organization. To this end, employees must strive to learn and improve the emotional intelligence skills in their communication and relationships. Also, for the creation and development of social capital in banks under examining and in order to improve organizational commitment is suggested to the managers that perform the following actions: holding Group meetings, ceremonies and cultural events; forming sport-cultural clubs and development of cultural activities in order to create and develop links and intimate relationship between staff; and transferring goals, values and ideals of the organization to the staff; and the establishment of measures and programs in order to consulting and thus fostering a sense of friendship within the organization. Finally, the significant relationship between organizational commitment and organizational citizenship behavior with the results of Shams al-Din and Mohammad Jani (2014), Mayer et al., (2002), Big (2012) and Yilmaz (2008) is consistent. So, given the relationship between organizational commitment and organizational citizenship behavior is suggested to managers that by effective communication with employees understand their goals and values and strive to achieve the organization's goals, so that employees feel that they are personally responsible for the success of the organization and by voluntary actions try to improve the functions and duties of the organization effectively.

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