Presentation of an Organizational Citizenship Model Based on Discourse Theory (Education Management in Basra Province)

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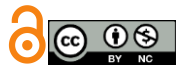*** Corresponding author email address**: mehr.sadeghi@khuisf.ac.ir

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A B S T R A C T

Objective: The purpose of this research was to present a model of organizational citizenship behavior in the education sector of Babylonia Province, based on discourse theory.

Methodology: This study is applied in nature and qualitative in methodology. The sample consisted of 12 experts including managers and employees from the Babylonia education sector. The qualitative analysis involved interviews, open coding, selective coding, and axial coding to extract themes and concepts. The result of this phase identified 16 axial codes and 87 open codes, with a frequency of 210 instances. These factors derived from the interviews were then explained through discourse theory and examined at three levels.

Findings: The findings from discourse theory revealed that for some employees, organizational citizenship behavior is viewed almost as a taboo, seen as a means to enhance further activity but perceived negatively. For others, it is considered a natural part of any organization, and finally, some other employees see organizational citizenship behavior as an organizational necessity, which, when increasingly supported by managers, becomes a widespread practice.

Conclusion: The more the organizational environment is friendly, the easier it will be to exhibit organizational citizenship behavior, and the existence of a culture of collaboration and togetherness will facilitate this type of behavior.

Keywords: *Organizational Citizenship Behavior, Discourse Theory, Grounded Theory*

1   Introduction

The concept of organizational citizenship behavior has been the subject of many studies over the past 20 years and continues to gain importance. The research conducted has mainly focused on three types (Tatar & Malekian, 2021). One set of studies has focused on predicting and empirically testing factors that create organizational citizenship behavior. In this context, factors such as job satisfaction, organizational commitment, organizational identity,

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organizational justice, trust, etc., have been discussed as creators of organizational citizenship behavior. On the other hand, some studies have focused on the consequences of organizational citizenship behavior. In this area, factors such as organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social capital, etc., have been mentioned (Nga et al., 2010; Somech & Oplatka, 2014). A few studies have exclusively focused on the concept of organizational citizenship behavior and have attempted to define it anew, specify its dimensions, or develop standardized scales for measuring the concept using factor analysis techniques. In recent years, studies on modeling organizational citizenship behavior such as the research by Tatar and Malekian (2021) have been conducted, but to date, no research has been found that models organizational citizenship behavior based on discourse theory and uses the grounded theory or data-founded method, indicating a distinguishing feature of the present research from previous studies; thus, this research will address that (Tatar & Malekian, 2021).

In recent decades, numerous studies have examined organizational citizenship behavior and emphasized its importance in management studies. Theoretically, individuals' spontaneous behaviors play a key role in enhancing effectiveness, efficiency, and a positive organizational climate. Managers and supervisors encourage voluntary actions of their employees based on the assumption that such behavior creates a healthier work environment and leads to work outcomes and the advancement of organizational goals as a cohesive set. Employees who exhibit organizational citizenship behavior are able to enhance service quality because they strive to assist others, including customers, to the best of their ability (Casu et al., 2021; Chan & Kuok, 2021). Organizational citizenship behavior, as it positively affects the quality of services provided, directly impacts customer loyalty and satisfaction. Based on studies on social networks, it can be stated that when a customer is satisfied with the formal relationships they have with organization employees, they are likely to maintain their relationship with the organization in the long term. Therefore, the behavior of employees towards consumers or clients influences their behavioral intentions to continue or discontinue interactions with the organization (Chan & Kuok, 2021; Jehanzeb, 2022).

In today's competitive world, organizations are continually seeking new ways to maximize the performance and efforts of their employees, and one of the reasons for the success of major organizations is that they have employees who go beyond their formal duties. Management and organizational theorists refer to efforts that go beyond defined employee duties as organizational citizenship behavior. Organizational citizenship behavior is an extra-role and discretionary behavior in which employees engage in activities that go beyond their job descriptions, creating benefits for their organization. Organizational citizenship behavior is desirable for any organization because it is related to crucial variables such as organizational effectiveness, efficiency, and productivity, and research shows that organizational citizenship behavior is highly valuable and plays a significant role in the growth and excellence of organizations.

In the present age, the importance of citizens as one of the most important resources of an organization is recognized, and their behavior can also be considered highly significant. Therefore, many researchers have analyzed citizenship behavior. Generally, citizenship behavior is a type of valuable and beneficial behavior that individuals voluntarily exhibit. Thus, studying and examining such behavior of individuals in the organization, known as organizational citizenship behavior, seems very important and necessary. Organizational citizenship behavior can be seen as a reflection of individuals' personalities. Personality leads to organizational citizenship behavior. Employees with certain personality traits are more likely to participate in extra-role or extra-duty activities. Personality can prepare the general atmosphere of the organization for the emergence of citizenship behavior. Organizational citizenship behavior is considered as the sum of informal employee behaviors and significantly affects the growth of organizational productivity and efficiency, customer satisfaction, cost reduction, and the reduction of absenteeism. The completely transformed conditions, increased competition, and the necessity of organizational effectiveness in such conditions have made the need for a valuable generation of employees more apparent than ever; a generation that is referred to as organizational builders. These employees undoubtedly distinguish effective organizations from ineffective ones because they act beyond their formal role without any expectation and spare no effort.

2   Methods and Materials

This research, given its descriptive nature, is qualitative and aims to be applied. The research population consisted of educational managers in the Babylonia province who were selected using a convenience sampling method. During

interviews with them, the necessary codes for the grounded theory approach were identified and extracted. Consequently, after reaching theoretical saturation, 12 interviews were conducted, and the data obtained were analyzed using grounded theory and discourse theory methods. The selection criteria for experts considered the following characteristics: 1- Having a doctoral or master's degree. 2- Having at least 10 years of relevant work experience. Data were collected using a field method and semi-structured interviews with selected experts. The collected data were then analyzed using a discourse analysis method.

3   Findings and Results

In this study, 12 education managers from the Babylonia province were selected using purposive sampling. The Babylonia education office was chosen as the site for collecting the necessary corpus for this research. The strategy used in this research was critical discourse analysis with a Fairclough approach. This approach serves two purposes: to help address the widespread neglect of the importance of language in producing, maintaining, and changing social power relations, and to help increase awareness of the role language plays in dominating others. The advantage of this approach lies in its simultaneous fidelity to three traditions of detailed textual analysis in linguistics, macro sociological analysis of social action, and micro interpretative traditions in sociology, integrating them together. The data collection tool was open-ended semi-structured interviews, which continued until theoretical saturation was reached. The interview protocol included several key questions: "What is your general opinion about organizational citizenship behavior in this organization? Why do you think organizational citizenship behavior occurs in this organization? Who in this organization engages in organizational citizenship behavior? And what consequences has organizational citizenship behavior had in this organization?" Data analysis was conducted at three levels: description, interpretation, and explanation.

1) Description: At this level, the analysis focuses on the linguistic structure of the text, attending to its formal features. To this end, the text's key vocabulary was extracted and their relationship to the studied phenomenon was examined, considering three types of values in the formal features of the text: "experiential values," "relational values," and "expressive values." Experiential values refer to the interviewee's experience of the natural or social world, encompassing content, knowledge, and individual beliefs.

2) Interpretation: The goal at this level of analysis is to reveal the relationship between the text and its context based on the text's formal features. The interpreter must seek answers to several key questions in order to interpret the situational context and type of discourse: "What is the story? Who are the parties involved? What are the relationships between them? What is the role of language in this relationship?" Ultimately, the interpretation of the discursive order is based on intertextual context; this explains how previous discourses link to the current discourse in which the text producer is situated.

3) Explanation: At this level of analysis, the relationship between discourse and power relations is examined; it shows how social structures determine discourse as a social action and the reproductive effects it entails.

Based on the discourse section results, the overall results of this section can be categorized as follows:

a) Organizational citizenship behavior as taboo behavior: In interpreting this discourse, it can be stated that occasionally, some employees in the mentioned organization engage in organizational citizenship behavior. On one side of the story is organizational citizenship behavior, and on the other are other employees and managers of the organization; however, there are also those who covertly and behind the scenes are inciting organizational citizenship behavior. Some employees view organizational citizenship behavior as a deviation from the rules, covenants, and norms of the organization, thereby disrupting organizational order. They consider this behavior to have detrimental effects on other employees. Therefore, this group views organizational citizenship behavior as a reprehensible and prohibited phenomenon for the organization, absolving themselves from it. They use negatively charged words such as "destructive," "unusual," and "taboos and prohibitions" to describe organizational citizenship behavior. Moreover, intertextually, the participants first refer to order, rules, regulations, and existing norms and covenants made with members upon entering the organization, emphasizing organizational citizenship behavior and extra-role activities. This intertextual reference indicates that in this discourse, practical attention is given to the "theory of public will"; as if organizational citizenship behavior belongs to a minority of organization members who disregard the majority's (ordinary employees) opinions, thereby raising managers' expectations of other employees and causing dissatisfaction among other employees who are not inclined toward

citizenship behavior. Secondly, employees who are disinclined toward organizational citizenship behavior, referring to behind-the-scenes power plays, consider organizational citizenship behavior as a phenomenon dependent on and a manifestation of the deception of the unaware and immature. In explaining this discourse, it can be said that this discourse is issued from the position of seekers and protectors of the status quo; those who see organizational citizenship behavior as a disruptive element, abnormal, contrary to organizational covenants, and a type of deception by naive actors behind the power scene. Thus, organizational citizenship behavior fundamentally represents the "hidden struggle of power," and fundamentally rejects the claim of being duty-conscious.

b) Organizational citizenship behavior as natural behavior: In interpreting this discourse, it can be stated that sometimes, some employees in the studied organization naturally engage in organizational citizenship behavior. On one side of the story are employees who inevitably engage in citizenship and extra-role behaviors, perhaps to garner more attention from management; on the other side are managers who may choose one of two options: either pay attention to the desire for organizational citizenship behavior or ignore the employees. This view of organizational citizenship behavior is raised by some employees who have experienced and participated in organizational citizenship behavior themselves. In their opinion, although organizational citizenship behavior has a pleasant appearance, it should also be strengthened and supported by managers. Therefore, in that organizational citizenship behavior is a natural reaction to justice and organizational support, it has a natural function and depends on whether management adequately supports it.

c) Organizational citizenship behavior as necessary behavior: In interpreting this discourse, it can be stated that employees in the Babylonia education administration have concluded that to achieve organizational goals, they must turn to extra-role behaviors and perform tasks not included in their job descriptions. These employees have realized that for the survival and continuation of the organization, whether supported and encouraged by management or not, exhibiting extra-role and organizational citizenship behaviors is necessary. They keep the light of enlightenment shining in hopes of a better future. This discourse is prevalent among employees who have experienced organizational citizenship behavior themselves and continue to hope for future improvements through organizational citizenship behavior. In this discourse, participants

intertextually refer to past supports for organizational citizenship behavior, emphasizing the lack of fear of organizational citizenship behavior from these unpleasant consequences and their conscious, intentional, and motivated behavior in continuing the process of organizational citizenship behavior until appropriate reforms are undertaken by organizational management. Therefore, based on this discourse, since the performance of management is sometimes consistent with the standards of organizational justice, the approach to organizational citizenship behavior is necessary and essential.

4   Discussion and Conclusion

The results of the discourse analysis also indicated that organizational support plays a crucial role in the manifestation of organizational citizenship behavior. The attention of organizational management to the opinions and beliefs of employees, support for implementing good suggestions from employees, and both material and moral support for employees in various fields and the organizational culture play a significant role in the occurrence of organizational citizenship behavior. The more the organizational environment is friendly, the easier it will be to exhibit organizational citizenship behavior, and the existence of a culture of collaboration and togetherness will facilitate this type of behavior.

Education managers in Babylonia province should pay attention to employees' opinions and use them to advance organizational goals.

Education managers in Babylonia province should strive to address employees' job concerns and solve their problems to provide peace of mind, enabling employees to perform their duties better.

Employees who strive to create a positive organizational environment should be recognized and thanked.

Education managers in Babylonia province should emphasize creating a sympathetic atmosphere among employees.

Hardworking employees should be recognized with financial and non-financial rewards to increase job satisfaction.

In delegating authority and accurately describing jobs, emphasis should be placed on organizational justice and ensuring employees respect the rights of others.

Emphasis should be placed on behavior based on mutual respect by employees in the organization.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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