The Organizational Citizenship and its Role in the Performance of Human Resources: an Analytical Study of the Municipal Councils in the Kingdom of Bahrain

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Abstract

This study aimed at identifying the impact of organizational citizenship on the formation of the patterns of behavior of the workers in the municipal councils of the Kingdom of Bahrain, and to identify the relationship between the characteristics of organizational citizenship in terms of commitment and hard work and its impact on the performance of human resources in the municipal councils of the Kingdom of Bahrain. Moreover, the current research aimed to identify the nature of the relationship between the characteristics of organizational citizenship in terms of the team work spirit, respect of time, taking part in decision making and the performance of human resources in the municipal councils of the Kingdom of Bahrain.

The problem of the recent study emerged from the fact that the organizations, including municipal councils, always attempt to normalize the behavioral patterns of their members to conform with the policies of the organization but to date, there is no scientific study in the Kingdom of Bahrain about the impact of organizational citizenship on the formation of the behaviors of the workers in the municipal councils of the Kingdom of Bahrain.

The study consisted of four chapters. The first chapter discusses the theoretical framework, the second chapter deals with the previous studies and the methodology of the research. Chapter three includes the displaying, analyzing and testing of research relations while chapter four is devoted to the conclusions and recommendations.

To achieve the objectives of the study the researcher used measure of organizational citizenship behaviors developed by Mackenzie and Podsakoff (1989), which consists of 14 items divided into five dimensions: altruism, work according to conscience, the spirit of sportsmanship, courtesy and true citizenship.

The study population consisted of all (80) the workers in the municipal councils in the Kingdom of Bahrain; (16) members in each council. The researcher distributed (80) questionnaires and got back (78) which
represents (97.5%) of the distributed questionnaires. (36) subjects were males with a percentage of (46%) of the subjects and (42) were females. The researcher used the Statistical Package for Social Science (SPSS). The hypotheses were tested and data was analyzed using the of measures of descriptive statistics: percentages, frequencies, Cronbach alpha coefficients, coefficient of Pearson. The researcher also used the T-test and ANOVA for testing the differences between the groups.

The results of the study show:

• Between (32.5% - 74%) of the responses to the questions of organizational citizenship behaviors were "completely agree".
• The most behaviors of organizational citizenship that existed amongst the workers are: the staff is ready to fully provide their services to new job-colleagues without previous relationship with them, the staff is ready to offer help to colleagues in abnormal conditions, the workers have the values of citizenship and the observance of conscience in punctuality and attendance to work, and the staff is fully prepared to accept advice and guidance with an open mind without complaint or reluctance.
• There is a statistically significant effect of the level of organizational citizenship on the performance of human resources, where the variable of organizational citizenship could interpret (26.3%) of the variance in the variable of the performance of human resources.
• There is a statistically significant positive correlation between the performance of human resources and the team-work spirit, seeking excellence, innovation and creativity, and patterns of behavior.
• There are statistically significant differences for the axes of teamwork spirit, innovation and creativity, patterns of behavior and the organizational citizenship patterns attributed to the municipal councils. The northern region and Muharraq had the highest level whereas the southern region had the lowest.
• There are statistically significant differences for the axis of team-work spirit attributed to the marital status for the benefit of married but there were no statistically significant differences for the other axes attributed to the marital status.
• There are statistically significant differences for the axis of excellence seeking attributed to the experience for the benefit of the highest experience, but there are no statistically significant differences in other axes attributed to this variable.
• There are no statistically significant differences for the axes of organizational citizenship and the performance of human resources attributed to the variables of sex, age and monthly income.
The study also reached the following conclusions:
• The municipal councils have the spirit of team-work.
• The municipal councils are characterized by the cooperation and understanding between individuals.
• The municipal councils respect the time and discipline at work.
• The lack of interest in the human resources amongst the municipal councils.
• The absence of the atmosphere of creativity and thinking in new working styles.

Recommendations
Based on the previous results the researcher recommends the following:
• The need to pay attention to human resources and create the good work conditions that satisfy the needs of individuals.
• The necessity for training workers.
• The recognition of skills and creative and intellectual capacity and experience the individuals have.
• Changing the policy associated with the promotion and adopting of the criteria of efficiency and competence.
• The need to involve workers in the processes of decision-making, goal-setting and policy-making in the future.
• The adoption of a simple organizational structure to facilitate the communication process between the various administrative levels, as well as between management and employees.
• Paying more attention to the employees, new or on the job, through training and growing of organizational citizenship behaviors in them and make it one of the most prominent organizational values they have.
• The holding of training courses in the field of the organizational citizenship behaviors in the local councils aiming at spreading awareness of this concept.