

## Investigating the Role of Social Network Tie and Organizational Commitment on Organizational Citizenship Behavior of Agricultural Extension Staff, Isfahan Province

AMIR ALAMBEIGI<sup>1\*</sup>, PARVIN HAJIAGHA<sup>2</sup>, SARA JALILIAN<sup>3</sup>

1, Assistant Professor, Department of Agricultural Extension and Education, Faculty of Agricultural Economics and Development, University of Tehran, Karaj, Iran

2, Ph.D Student, Department of Agricultural Extension and Education, University of Tehran, Karaj, Iran

3, Ph.D Student, Department of Agricultural Extension and Education, University of Tehran, Karaj, Iran

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### ABSTRACT

This study aimed to investigate the role of social network ties and organizational commitment on organizational citizenship behavior of agricultural extension staff Isfahan Province. The present research in terms of purpose is applied and in terms of collecting data, it is a survey type. The statistical population of this research is 170 field experts of agricultural extension of Isfahan province, 130 of them were randomly selected using Cochran formula. The research instrument was a questionnaire which its validity was verified by face and discriminant method and its reliability was confirmed by ordinal Teta coefficient. The statistical dominant method was the structural equation modeling partial least squares method. The overall result of the research showed that the organizational citizenship behavior of staff in two dimensions of loyalty and cooperation, regardless of the impressionability of organizational commitment and social network ties, depends more on their organizational commitment and this is while Service dimension of Organizational citizenship behavior were impressed by the social network tie and organizational commitment variable did not show any significant role in this regard. Therefore, it seems that social network tie and organizational commitment of staff as two important assets of the organization play an important role in the formation of extra role behaviors. This implies that the review of interpersonal relationships among staff will play an important role in predicting employee behavior in the organizational environment.

**Keywords:** Organizational Citizenship Behavior, Social Network Tie, Organizational Commitment, Agricultural Staff.

## Objectives

The repercussions of the developments in this century have made the environment surrounding the organizations more dynamic while the organizations are required to find appropriate responses to this dynamism in order to maximize their effectiveness and efficiency. In the meantime, Human Capital is the most vital strategic element and the most fundamental way to increase the effectiveness and efficiency of the organization and it will lead to the development and progress of society. The results of the studies show that organizational commitment and social network tie as human capital in the transformation and realization of sustainable development and training of human resources and proper utilization of their potentials in the agricultural extension system as one of the essential organs for Institutional and human development will play an important role in rural society. Therefore, in this study, organizational commitment and social network tie of agricultural Jihad staff were studied as effective variables on their organizational citizenship behavior. In this regard, this research was conducted with the following objectives:

1. Investigating the staff individual characteristics
2. Investigating the relationship between dimensions of Loyalty, cooperation, and services delivery of the Organizational Citizenship Behavior with Organizational Commitment of Staff.
3. Investigating the relationship between the dimensions of loyalty, cooperation and services delivery of Organizational Citizenship with Social Network Tie of staff.

## Methods

This study was aimed to investigate the role of social network ties and organizational commitment on organizational citizenship behavior of agricultural extension staff Isfahan Province. This research in terms of purpose is applied and in type of collecting data, it is a survey type. The statistical population of this research is 170 field staff of agricultural extension of Isfahan province, 130 of them were randomly selected using Cochran formula. The research instrument was a questionnaire which its validity was verified by face and divergent method and its reliability was confirmed by ordinal Teta coefficient. In the data analysis section, the structural equation modeling method was employed in the form of partial least squares using smart pls software.

## Results

The overall results of the research showed that the organizational citizenship behavior of staff in two dimensions of loyalty and cooperation, regardless of the impressionability of organizational commitment and social network ties, depends more on their organizational commitment and this is while Services delivery dimension of Organizational citizenship behavior were impressed by the social network tie and organizational commitment variable did not show any significant role in this regard. Therefore, it seems that social network tie and organizational commitment of staff as two important assets of the organization play an important role in the formation of extra-role behaviors of staff. This implies that the review of interpersonal relationships among staff will play an important role in predicting extra-role behavior of staff in the organizational environment.

## Discussion

The results of this study can be summarized in three categories:

### First category

The results showed that the two variables of organizational commitment and social network tie as the two predictor variables, were able to explain relatively

similar values of the dimensions of organizational citizenship behavior. In other words, the dimensions of organizational citizenship almost in a similar proportion were explained by the three dimensions of organizational citizenship, ranging from 22.5 to 25.5%. This shows that the variable of organizational citizenship behavior is inherently a multidimensional variable and its division into three dimensions represents about 70% of the assessment of this concept.

### **Second category**

The results showed that the dimensions of organizational citizenship behavior are influenced by two dimensions of organizational commitment of staff and their social network tie. Given that this finding is relevant to a service-oriented organization, team up and space-building for it, especially focusing on defining collaborative projects, have an important role to play in utilizing this important organizational resource. In other words, it is suggested to provide services in the project-based organization under study, with emphasis on team up, in order to increase the intensity of the staff extra-roles behaviors.

### **Third category**

The results showed that the greatest observed effect among the model relationships was related to the effect of social network tie on the dimension of services delivery of organizational citizenship behavior. However, the effect of organizational commitment on services delivery dimension is not significant. This finding indicates that in services-oriented organizations, the presence of social network tie among staff has an important role in the emergence of their extra-role behavior in service delivery to stakeholder. Based on the theory of organizational information exchange, this finding can be explained in the way that information flows in the context of the organization relationships that shape the organizational identity of staff and, in other words, better visibility by others. On the other hand, it is suggested that according to the importance of social network tie in shaping organizational citizenship behavior, especially its services dimension, the social network of the organization has been analyzed and its results have been considered as a basis for predicting extra-role behaviors of staff.