Investigating the Relationship between Organizational Citizenship Behavior and Various Aspects of Organizational Commitment of Mehran's Educators

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Abstract

This study aims to investigate the correlation between organizational citizenship behavior and various aspects of organizational commitment of educators of Mehran city. Population includes all educators of Mehran's education organization in 2012. The samples include 80 educators selected by use of randomized sampling method. The instruments used in the study include two organizational commitment and citizenship behavior questionnaires. Results show that there is a meaningful relationship between the educators' organizational commitment and their citizenship behavior. In other words, the more organizational commitment of the educators, the better their citizenship behavior will be. The loyal human resources affect on the organization's effectiveness through preserving organizational values and goals. Moreover, there is a meaningful relationship between citizenship behavior and the variables emotional commitment, continual commitment and regulative commitment.

1. Introduction

Nowadays, the managers focus mainly on the employees' behavior which has influence on the organization's effectiveness. In past, investigators had emphasized on the employees' in – role performance in order to investigate the correlation between job behaviors and organizational effectiveness. From the early 2000, they differentiated in – role performance from out – role performance. Those having organizational citizenship behavior help the organization to make money and perform their duties in the organization perfectly (Caldwell et al, 2012). Carroll, & Buchholtz (2009) concluded that the organizational duties depend mainly on the characteristics of the employees. Regarding the importance of the issue, this is to say that the employees participate in in organization's programs in order to play a key role in making money through optimizing organizational capabilities.

Spector & Fax (2010) argued that out – role behaviors may simply refer to not being creative. The employees having suitable citizenship behavior should know although some persons may not value their efforts, they are charged to develop the organizational performance and improve their relationship with each other. Although the managers and leaders of big organizations are in communication with the employees, there is no relationship between the mangers and the employees of small organizations. This is to say that optimization of organizational performance is affected by such relations (Spector & Fox, 2010). Out – role performance refers to the employees' voluntary job behaviors which help the organization to achieve its goals. Authors believe that organizational effectiveness is highly influenced by out – role performance. In this regard, they are trying to make clear the concept of out – role behaviors. Organizational citizenship behavior is one of the main aspects of conceptualization of out – role behaviors. Persons engaged in organizational citizenship behavior help the organization to make money. Such persons are usually charged with behavioral duties (Caldwell et al, 2012). There are some concepts by which behaviors of the employees are examined. These concepts include motivation, job attitudes and organizational commitment. The term "organizational citizenship behavior" is always mentioned by the socialists and psychologists. Organizational commitment is also referred to the persons' attitudes toward the organizational values and objectives. By organizational commitment, we mean the power by which persons are obliged to help the organization to fulfill its goals. Organizational commitment influences directly on the organizational citizenship behaviors (Dolatkhahan, 2001). In this regard, when the employees perceive organizational values perform their duties with positive work attitudes and behaviors (Gould-Williams & Davies, 2005). Due to the social interactions theory, the employees who think their organization prepares suitable work conditions have more tendency to support it with the help of organizational commitment (Taylor, 2007).Since organizational commitment refers to the employees' attitudes toward the organization, there is a relationship between it and the variables absence, job abandonment and job satisfaction. This study is aimed to investigate the relationship between organizational citizenship behavior and various aspects of organizational commitment of the educators of Mehran's education organization.

2- Statement of issue and research background

Organizational citizenship behavior (OCB) is described as one of the key strategic comparative advantages of the modern society recognized by characteristics such as rebellion, opposition

and creativity (Buch Holz & Rozenthal, 2005). OCB is the main factor which has influence on making money (Caldron&Hansen, 2010). In any case, it is clear that those having organizational citizenship behavior are not always admired. The staffs of Has Oren company, for example, were banished by their cooperators about 70 years ago (Wren & Bedeian, 2008). Although the employees with OCB focus always on the main organizational goals, they don't know how the other persons think about them (Dunning et al, 2004). Meanwhile, they make themselves obliged to the organization's success and try to develop it.

Organizational citizenship behavior is defined as an out – role behavior for the employees by which the organization is able to compete with its competitors. Organ (1988) argues that OCB plays a key role in voluntary out – role behavior and reflects the individual' commitment. OCB is empowered by a program relative to the behavior of the employees (Caldwell et al, 2012). Organizations, especially in developing countries, should prepare the field for the employees to use their abilities and skills in order to fulfill organizational goals. In so doing, it is necessary the organizations to prepare principles relative to the organizational citizenship behavior. Employees do always what the mangers and leaders make prepare for them. In results, the organizational citizenship behavior is limited (Truckenbroot, 2000).

In the modern world, therefore, the appearance of organizational citizenship behavior is highly affected by some factors. The mangers are firstly evaluated on the basis of their behaviors, including pre – social behavior, out – role behavior, self-government behavior and organizational citizenship behavior (Podsakoff et al, 2000). On the other hand, Mayer & Allen presented o model for organizational commitment included three types: (1) efficient commitment, (2) continual commitment and (3) prescriptive commitment.

The first one is referred to the employees' emotional connection to the organization. The second refers to the money spent for the employees by the organization. The third refers to the employees' feeling of commitment to the organization. In result, the main behavioral consequence of the three kinds of commitment is the continuance of employees' relations (Giauque et al, 2013).

3- Research questions
Main question
Is there any relation between organizational citizenship behavior and various aspects of organizational commitment of the educators?
Sub questions
- Is there any relation between citizenship behavior and emotional commitment?
- Is there any relation between citizenship behavior and continual commitment?
- Is there any relation between citizenship behavior and regulative commitment?

1-6- Research model
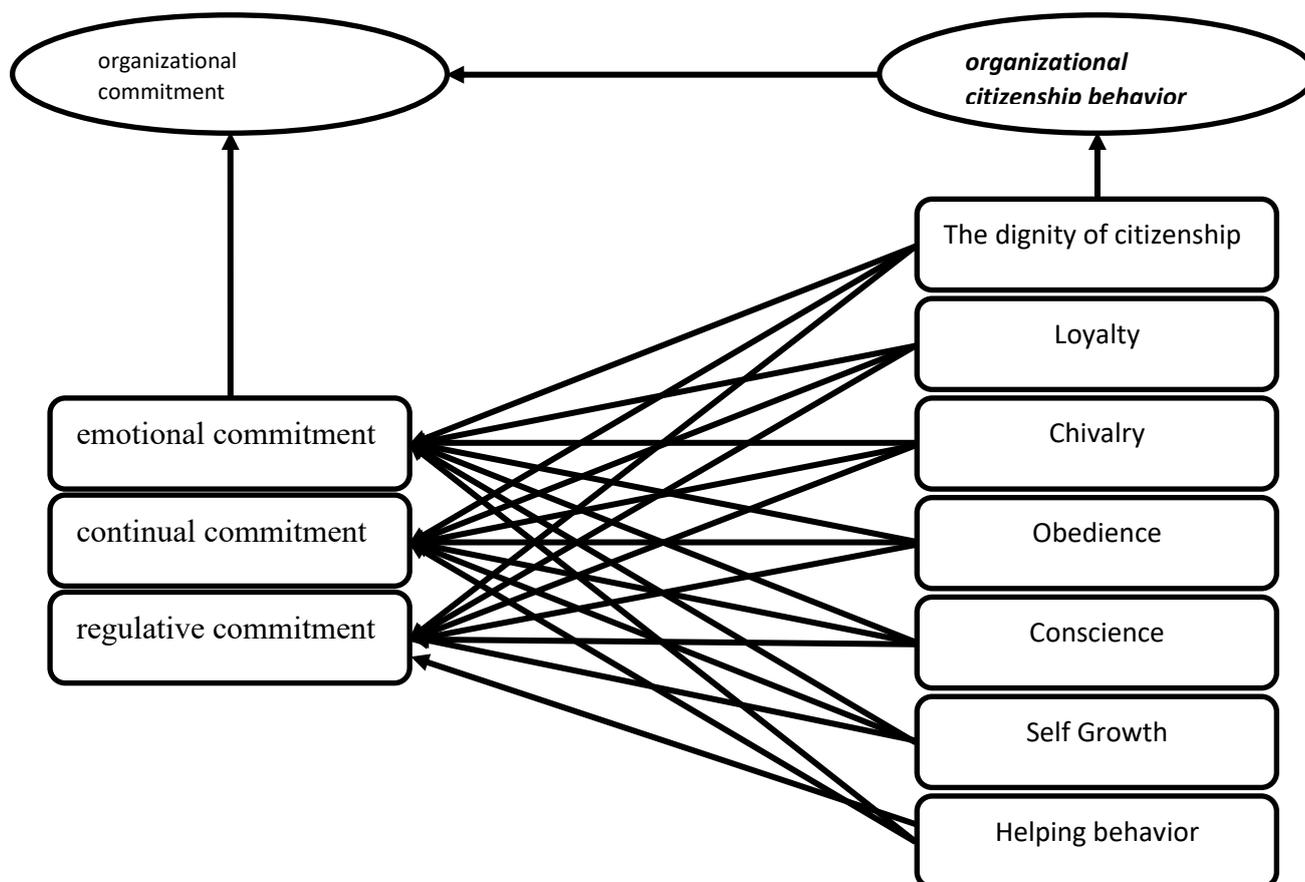
7-1- theoretical definitions

- Organizational citizenship behavior (OCB): OCB is referred to a set of voluntary behaviors of persons by which they can improve the organization's duties.
- Organizational commitment: organizational commitment is considered as a type of emotional relatedness to the organization. On the basis of such relatedness, person takes his / her identity of the organization, participates in organizational duties and enjoys form his / her participation (Koohestani, 2005).

4- Method

This is a theoretical study in which descriptive correlational model has been used. Data was gathered by use of square model and the variables were analyzed using a questionnaire.

5- Population and sampling model

Populations of the study included all educators of education organization of Mehran city from whom 80 ones were randomly selected as the sample.

6- Findings

The score related to the citizenship behavior was calculated by use of SPSS software. In order to analyze the research's hypothesis, the person's correlation coefficient test was used.

Q1 – is there any relation between organizational citizenship behavior and various aspects of organizational commitment of the educators?

Table 1: Results of correlation test related to the organizational citizenship behavior and organizational commitment

Person's correlation coefficient	P – value	Error	Independent variable	Dependent variable	Results
/183	%52	%5	Organizational commitment	Citizenship behavior	H1 rejected

Because P<%5, this is to say that there is a meaningful relationship between citizenship behavior and organizational commitment.

Recognition coefficient: Recognition coefficient shows the percentage of the changes related to the dependent variable. It is calculated as the follows:

$$R= \frac{Ss_{ex} \ P}{Ss\gamma^2} = \gamma^2 = 0/183)^2 = 0/033$$

Sub Q   ny relationship between citizenship behavior and emotional commitment?

Table 2: The results of correlation test related to the variables citizenship behavior and emotional commitment

Person's correlation coefficient	P – value	Error	Independent variable	Dependent variable	Results
/534	0/000	%5	Organizational commitment	Citizenship behavior	H rejected

Because P<%5, this is to say that there is a meaningful relationship between the two variables. Therefore, the above hypothesis is accepted by %95.

Sub Q2: Is there any relationship between citizenship behavior and continual commitment?

Table 3: the results of correlation test related to the variables citizenship behavior and continual commitment

Person's correlation coefficient	P – value	Error	Independent variable	Dependent variable	Results
/279	0/003	%5	Continual commitment	Citizenship behavior	H rejected

From the above table, this is to say that there is a positive relationship between the two variables citizenship behavior and continual commitment because P<%5.

$$R= \frac{Ss_{ex} \ P}{Ss\gamma^2} = \gamma^2 = (0/279)^2 = 0/077$$

It means that continual c   on citizenship behavior by %95.

Sub Q3: Is there any relationship between citizenship behavior and regulative commitment?

Table 4: The results correlation test related to the variables citizenship behavior and regulative commitment

Person's correlation coefficient	P – value	Error	Independent variable	Dependent variable	Results
/536	0/0000	%5	Regulative commitment	Citizenship behavior	Hypothesis rejected

From the above table, it becomes clear that there is a positive relationship between citizenship behavior and regulative commitment because P< 0/05.

$$R= \frac{Ss_{ex} \ P}{Ss\gamma^2} \quad = \gamma^2 = (0/279)^2 = 0/077$$

It means that re   affects on citizenship behavior by 0/284.

7- Conclusion and Suggestions

Results of the main hypothesis show that there is a meaningful relationship between organizational commitment and citizenship behavior of the employees. In other word, the more organizational commitment, the more organization's effectiveness will be. The loyal human resource may be the most important factor having influence on the organization's effectiveness.

The existence of effective human resource can improve the organizational performance and decrease the employees' absence and work-out. The human resource capital prepares the field of organizational development. In so doing, the managers of education organization should increase the employees' organizational commitment by:

- Presenting suitable procedure
- Empowering the employees
- Making secure the employees' job
- Preparing the field for the employees in making decisions
- Helping them to develop their abilities for reaching capabilities.

Results also show that there is a positive and meaningful relationship between the variables citizenship behavior and emotional commitment.

Since p<%5, the research hypothesis is accepted. Therefore, there is a meaningful relationship between citizenship behavior and emotional commitment by %95. Regarding the correlation coefficient degree (/534), this is to say that there is a direct relationship between citizenship and emotional commitment. It means that the lack of citizenship behavior causes the lack of emotional commitment. In other words, the citizenship behavior is highly affected by emotional commitment. This is, therefore, logical to say that there is a direct relationship between citizenship behavior and emotional commitment of the educators. It is suggested the education organization to make clear its objectives and values in order to increase the employees' emotional commitment. Moreover, the organization should help the employees to fulfill their goals in order to improve organizational performance voluntarily. Evidences show that there is a positive and meaningful relationship between citizenship behavior and continual commitment, because the person's correlation coefficient is /279 and p<%5. In other word, continual commitment promotes the citizenship behavior and increases the organization's effectiveness. The educators' commitment causes them to be loyal to the organization and increases its performance. Results show that there is a positive relation between citizenship behavior and regulative commitment, because the person's correlation

coefficient is /536 and p<%5. In other word, regulative commitment of the employees can increase the organization's performance and effectiveness. It is suggested the managers of education organization to encourage the staff by establishing training terms, preparing necessary facilities and holding various celebrations for them. By doing so, the employees are obliged to help the organization to fulfill its objectives.

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