

The Study of Relationship between Organizational Citizenship Behavioral Dimension and Organizational Performance in Industry, Mine and Business Organization in Guilan Province

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ABSTRACT

Nowadays, completely transforming, Circumstances, competition and necessity of organizations effectiveness, reveal their needs more and more to a valuable generation of employees. Doubtlessly these employees distinguish between efficacious organizations and non –efficacious ones .Because they perform over their formal role without any expectations and spare no effort. Bearing in mind that the importance of topic of organizational civic manner, this research is after recognition of relationship between dimensions of organizational civic manner and organizational performance. So after excavating in the available literature in the patterns of Albert Morman, Organ , Nichgof , Smith , Von skater and Mark Civon, find and identify six factors as important effective factors at organizational civic manner among employees and managers. That these Six indexes con text of: Self –sacrifices ,dutifulness , loyalty , attention , toleration , and participation. Guilan ´s industry, mine and business organization, put these 6 factors to the test .On the basis of test of pier sons Solidarity´s coefficient ,attention factor had least average ,and participation index ,the most .

KEYWORDS: Organizational Citizenship Behavior, Organizational Performance ,Self- sacrifices, dutifulness, loyalty, attention, toleration, participation.

INTRODUCTION

Main point in Research

Nowadays completely evolving occasion competition and necessity of organization's effectiveness reveal the need to a valuable race of employee more and more. These employees undoubtedly are distinction between effectiveness and non effectiveness. Organization, because they perform over their own job without any expectation and spare no effort.(Tabarsa, Ramin, 2010,Mehr, p:103)So these organizations understood that importance of organizational citizenship is necessary for contemporary organization (Zareei,Jandaghi,toure,2006, p:34). Six factors recognized as effective factors in citizenship behavior for citizenship behavioral rate measuring in these organizations and these factors extract ore from these scientist: Bolinave, Albert, Moorman, Kopman, Organ, Nyh, Mare Solave, Podsakof,Grham,Smith. Their conceptual model is below. Changeable citizenship behavioral is:

- 1-Loyalty
- 2-Compliance
- 3-Participation (Social,Protecting,Functional,Civic)
- 4-Courtesy
- 5-Altruism
- 6-Sportmanship (Chivalry morale)

So if organization need a leap is skillful increasing should provide a good situation that employees and managers use their all experience,powers and potential without any distraction for organizational raising .This affair won't be possible,unless principles and rules of organizational citizenship behavior were recognized and were provide a necessity foundation for such a behavior.(Moghimi,Sayed Mohammad,2005,p:22) So in this search first of all we should recognize organizational citizenship behavioral dimension and second we should study relationship between organizational citizenship behavioral dimension and organizational performance. It means that we should understand that are there any relationship between citizenship behavioral factors and organizational performance?

Important necessity of research

Reasons for paying a sum for citizenship behavioral of organization's employees are:

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1-Challenges afflicted with necessity of reforms in organization for unceasing effectiveness: in evolving situations and or effort for performing of unceasing evolving, it is a small part of today organizations. Undoubtedly, act of reforming without using of employees that can't resist against it, is impossible.

2-Organization's employees the most important and the main point manpower in the organization: Undoubtedly different researches for best appliance of employees who have important duty and responsibilities is one of the necessity to work on citizenship behavior.

3-Role of employees citizenship behavior in effectiveness of organizations: research about employees citizenship behavior recognize some important points of roles and way of effectiveness and on it's subsequent it helps to improve effectiveness of organizations.

4-It's not enough to explain official duties: explanation of employees official duties can't predict all behaviors that are needed for effectiveness and organization's goal full filament. So we need behaviors that are beyond some things that said in employee's jobs explanations for fronting with available occasions and urgent needs.

5-Necessity of more grasp and understanding of changeable citizenship behavior: research about citizenship behavior increases our finding and increase and send citizenship behavior meaning to a frontier beyond educational frontier.

6-Organizations heavy role and duty. existing of international market cause that organizations have to have complex. competition in international. Employees understanding of their role in the organization and organizations mission can be as an factor due to improving behavior beyond role that helps to effectiveness of organization(Morgan, 1998)

Research goals

Every research is after reaching to special goals that in this research the main goal is:

1-study and determining relationship between citizenship behavior factors and Organizational performance in industry mine and business Organization in Guilan province.

2-Study and determining relationship between loyalty and Organizational performance in industry mine and business Organization in Guilan province.

3-Study and determining relationship between compliance and Organizational performance in industry mine and business Organization in Guilan province.

4-Study and determining relationship between courtesy and Organizational performance in industry mine and business Organization in Guilan province.

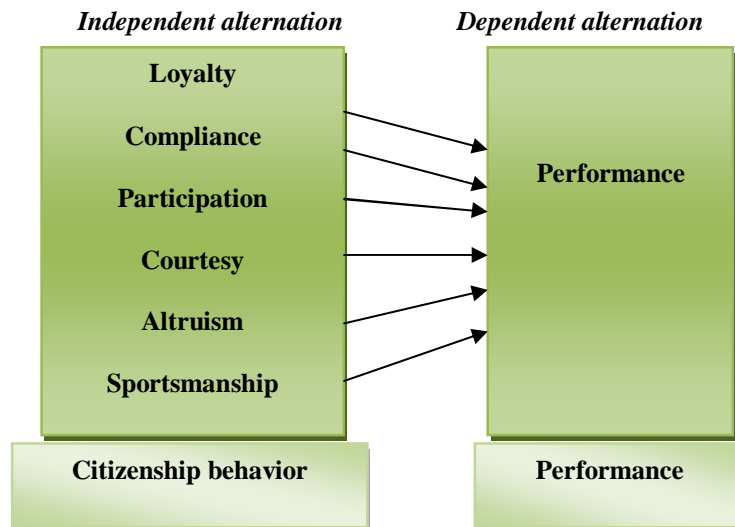
5-Study and determining relationship between altruism and Organizational performance in industry mine and business Organization in Guilan province.

6-Study and determining relationship between sportsmanship and Organizational performance in industry mine and business Organization in Guilan province.

7-Study and determining relationship between participation and Organizational performance in industry mine and business Organization in Guilan province.

Theoretical frame work

Bearing in mind that research done, this research conceptual model designed as below:



1-Loyalty: Employees consent to sacrifice their personal benefits for Organizational benefits because of organization's progress.

2-Compliance: Employees get ready on time all their works and use the time in a effectiveness way.

3-Participation(Social,Protecting,Functional,Civic):Employees get present in informal meeting for their coworker's problems.

4-Courtesy:Employees try to take a solving necessary for protecting from coworker's works problems existence.

5-Altruism:Employees as volunteers help their coworker's in their works problem.

6-Sporstmanship(Chivalry morale):managers investigate Employees's practical complains and unhappiness.

Research Hypothesis

This research Hypothesis are including one primary Hypothesis and6 secondary Hypothesis:

Primary Hypothesis

Organizational citizenship behavior has meaning full relationship with organizational performance.

Secondly Hypothesis

1- Loyalty has meaningful relationship with organizational performance.

2- Compliance has meaningful relationship with organizational performance.

3- Participation has meaningful relationship with organizational performance.

4- Courtesy has meaningful relationship with organizational performance.

5- Altruism has meaningful relationship with organizational performance.

6- Sportsmanship has meaningful relationship with organizational performance.

A short history and definition of organizational citizenship behavior:

Organizational citizenship behavior at first were defined by can and ketz as a widely-used role in 1987. But primary researches about this concept started 24 years ago by organ and batman which defined it as this name(Organizational citizenship behavior). From that time up to now, were performed a lot of studies about organizational citizenship behavior and it's influence on organization's performance. That the most important of these studies are katz, organ, babatou, jaxs research .Each of them were used as resource for other researches. (Tabarasa ,Ramin Far ,2010, p:105)

Influencing factors on Organizational citizenship behavior:

A widely-used analysis about relationship between Organizational citizenship behavior and influencing factors show this facts that four groups of these factors are emphasis by researches they are:

1-Employees personal features

2-Job features

3- Organizational features

4-Leadership features

Primarily researches in this area that done by organ and his coworkers, maily, concentrated on employees out looks, leaderships tendencies and protection ring. influences of organizational and jobs features, mainly discussed in theories about leadership replacing which studied by several authorities. (Poodsakof, 2000 ,p:526)

Factors that improve Organizational citizenship behavior

Dyne, Graham, Dienesch, research result shows that there is a positive and meaning full solidarity between some of these factors and Organizational citizenship behavior. These factors are: jobs positive outlook , optimism ,job atmosphere's values, job , stimulating features , high duration recruitment and person's Organizational level.

There are 2 main motivation about showing Organizational citizenship behavior:

1. Employees outlook in job atmosphere

2. Employees personalities features

Improving of citizenship behavior needs persuading and encouraging like any other behavior. One of the ways that can be useful in such situations is organizational politics and measures.

In this direction, we can point to some of these measures that are useful in improvement and measuring of citizenship behavior:

1. Selection process and employing.

2. Education and development.

3. Performance assessment and services compensation

- Selection process and employing : organizations should design their selection process and employing in a way that people with improved and advanced citizenship behavior attract to organization .

- Education and development: organizations can make useful and contractive citizenship behavior patten by educational designs for organizations active employees.
- Performance assessment and services compensation: organizations can make arranged and logical system for sending rewards that make it easy to improve citizen ship behavior (Dyne, 1994 , p.774).

Job performance and citizenship performance

Job performance can define and explain as a skillful and professional skill in doing duties and responsibilities.

Job performance, mainly is including 2 components: first component:

Technical performance that reflect needs and necessities. and second component: containing performance or back ground performance:

Consist of undefined and uncertain activities such as team actions or protecting actions.(Arthur ,Poropt 1955,p:1)Organizational citizenship performance indeed, don't consist of employees unacquired behavior that show organization ordinary producing duties , which are business of saying and buying , on the contrary they should improve and breed, positive relationship between personals, group cohesion and integrity and moral in organization and also it helps to effectiveness and efficiency of organizations. This is the definition.(Ragio ,koomar , 2005, p:4)

Organizational performance

We can define organizational performance as on index for measuring good and effectiveness of reaching that is an action to reach goals. This definition can be estimated by efficiency and effectiveness of organization in reaching goals. Organizational performance is a function of personal resources performance and their relationships with resources and qualifications and technologies found in organization. (Li- An Ho , 2008 , p:1245)

RESEARCH METHODOLOGY

This research started on March of 2012 and finished in December 2012. Volume of statistical society was 360 person. Sample volume due to crossword of sample volume of Morgan was 186 persons. For choosing samples from studied society we use simple accidently way of sampling. For gathering data to analysis we use two standard questionnaire which it designed and compiled in a mould of one questionnaire.

1. An standard questionnaire of organizational citizenship which has 33 questions.
2. An standard questionnaire of organizational citizenship performance which has 5 questions.

All of test question are confirmed by studying of leader and guider professor. In this research for last measuring of this questionnaire, A 30 question air sample spread among statistical society and by the use of SPSS software it's Alfa Chronbach was measured and as Alfa Chronbach is this research is more than %60 questionnaire permanent are confirmed.

Data's separation and analysis

Questionnaires which were completed by respondents are gathered.

Necessities unprocessed data are extract ore for explanation and test of hypothesis by computers and software. Data are separated and analysis by SPSS software In 2 steps data changed in to useable information in this research. First step:

That is description separation and analysis; gathered data are presented as a description statistical crossword, crowded and rod and histogram diagram. Second step: that is inferential separation and analysis is studied by Pierson correlation multiplier test .Finally we can say our ideas about reception or non-reception of statistical hypothesis.

Results of inferential statics

Primary hypothesis: organizational citizenship behavior has meaning full relationship with organizational performance:

Due to Pierson correlation multiplier test, in primary hypothesis, meaning full sample shows that there are meaning full relationship between organizational citizenship behavior dimension, and organizational performance. Intensity of correlation between two changeable are %60/5 that shows a direct relation between two changeable.

Secondary hypothesis: loyalty has meaning full relationship with organizational performance. Due to Pierson correlation multiplier test in first hypothesis, meaning full sample shows that there are meaning full relationship between loyalty dimension and organizational performance. Intensity of correlation between two changeable are %39/9 that shows a direct relation between two changeable.

Compliance has meaning full relationship with organizational performance

Due to Pierson correlation multiplier test in second hypothesis, meaning full

Sample shows that there are meaning full relationship between compliance dimension and organizational performance. Intensity of correlation between two changeable are %53/2 that shows a direct relation between two changeable.

Courtesy has meaning full relationship with organizational performance:

Due to Pierson correlation multiplier test in third hypothesis, meaning full sample shows that there are meaning full relationship between courtesy dimension and organizational performance. Intensity of correlation between 2 changeable is %46/5 that shows a direct relation between 2 changeable.

Altruism has meaning full relationship with organizational performance: Due to Pierson correlation multiplier test in fourth hypothesis, meaning full sample shows that there are meaning full relationship between Altruism dimension and organizational performance. Intensity of correlation between two changeable are %38/8 that shows a direct relation between two changeable.

Sportsman ship has meaning full relationship with organizational performance:

Due to Pierson correlation multiplier test in fifth hypothesis, meaning full

Sample shows that there are meaning full relationship between Sportsmanship and organizational performance. Intensity of correlation between two changeable are %40/3 that show a direct relation between two changeable.

Participation has meaning full relationship with organizational performance:

Due to Pierson correlation multiplier test in fifth hypothesis, meaning full sample shows that there are meaning full relationship between Sportsmanship and organizational performance. Intensity of correlation between two changeable are %42/4 that shows a direct relation between 2 changeable.

Comparison of hypothesis acceptance occasion

1- Due to result found in Pierson correlation multiplier test, we can say primary

Hypothesis of research among seven hypotheses had maximum Intensity of correlation (+60/5%) So, we can surely say that in such society organizational citizenship behavior has direct in fluency on organizational performance.

2-Due to result found in Pierson correlation multiplier test, we can say that hypothesis ((Altruism has meaning full relationship whit organizational performance)).Among 7 hypothesis it had minimum Intensity of correlation (+38/8) and we can say that in such a society, index of Altruism has minimum in fluency organizational performance

3-Due to result found in Pierson correlation multiplier test, we can say that hypothesis

((Compliance has meaning full relationship whit organizational performance)) Among seven hypothesis it had maximum Intensity of correlation (+53/2) and we can say that in such a society, index of compliance has maximum influence on organizational performance.

Deduction-Research suggestion

1- According to primarily hypothesis finding, managers, employees, coworkers should try to make a confidence table situation. Indeed producing confidence table situation cause a way to improve citizenship behavior development, to decrease anti- citizenship behavior and finally increase organization productivity and performance.

2- According to findings of third hypothesis, courtesy has useful point in studying organizational, but also it has different from sufficient situation. By this we suggest that people try to have necessary steps for preventing occurrence of job problems of their coworkers in organizational unit.

3-Also according to primarily hypothesis finding citizenship behavior spread and develop in a situation in which there are subscriber values and outlooks among employees about volunteer following of employees from organizational rule (compliance) sportsmanship about problems and difficulty of energy day life and loyalty to organization.

4-According to fifth hypothesis findings, organizations managers should up to date their information about managing effectiveness and new ways. And they should have realism and true judge about problems, difficulties and complains of employees.

5-According to sixth hypothesis findings, organizations should appeal their organizational structure and should go through concentration and inform employees about decision.

6- According to first hypothesis findings, managers and employees should increase positive outlook to the organization and coworkers and this point increase compliance and loyalty of employees about organization.

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