

Relationship Between Organizational Citizenship Behavior and Performance of School Teachers in West of Mazandaran Province

¹K. Khazaei, ²A. Khalkhali and ²N. Eslami

¹Islamic Azad University, Chaloos Branch, Mazandaran, Iran

²Islamic Azad University, Tonekabon Branch, Mazandaran, Iran

Abstract: This article aims to study the relationship of organizational citizenship behavior (its components based on comments of organ) and performance of teachers has been done. This research is a description of coefficient. It is a research society of western part of Mazandaran. Sample size is based on Cohen diagram and his colleagues using classified random sampling, of 358 people has been determined. Instruments of the present research is a questionnaire of measurement of organizational citizenship behavior are Rudsakov and Netmehyer (0/84 Alpha) and feedback of 360 degree of evaluation of teachers' job performance (0/81 Alpha) in order to analysis of data, it has been used of coefficient statistics of pearson coefficient matrix , regression of multivariable testing and analysis of one way ANOVA. As results show that there is a significant relationship between organizational citizenship behavior , its components and high school teachers' performance ($p < 0/01$). The relationship is partially significant between all components of organizational citizenship behavior (conscientiousness, altruism, citizenship virtue, generosity, respect) and all indexes of performance (performance job behaviors, development) of teachers are significant. However component of conscientiousness and altruism has the most relation of teacher's performance. In addition, analysis of regression of several variables showed that four parts of conscientiousness altruism, citizenship virtue and respect has the ability predicting for recognizing of position of teachers' performance index. And there is significant difference between organization citizenship behavior of male and female teachers. Also, there is a significant difference between male and female teachers job performance ($p < 0/01$) this differences are significant for women regarding sexes and aren't significant in regard to background and their educational degree ($p < 0/05$)

Key words: Organization citizenship behavior • Job performance • Altruism • Conscientiousness
• Citizenship virtue • Generosity • Respect

INTRODUCTION

Above two decade is that organ and her colleagues, for the first time discuss, phrase of “ the behavior of organizational citizenship”. Organ, define, the behavior of organization citizenship, based on, the contents of » tendency of competition« and » the behavior of self-initiated « Appelbaum and colleagues [1] like this,» collection of voluntarily and adoptive behaviors that aren't a part of person formal functions, but, it done by him and cause effective improvement of organization functions and roles. Organ studies the behavior of organization functions and roles. Organ studies the behavior of organizational citizenship in pattern of five dimensions. These dimensions consist of: conscientiousness, altruism, citizenship virtue,

generosity, respect. The behavior of organizational citizenship is the behavior of personal and voluntarily that directly didn't determinate, by system of reward formal in organization performance.

In spite of importance and sensitive role of organizational citizenship behavior in all organizations, available witness shows that at schools less care about it. Between articles and books, only the number of limited, present to subject of teachers organizational citizenship behavior. The reasons of this matter study from two ways: First, important role of this variable doesn't appreciate, completely and wide another, it's possible, to be new and it is not aborigine at schools, don't create, many investigative motivations. Inasmuch as, description of formal functions can't predict all needed behaviors for effectiveness and realization of school purposes at school

needs, the behaviors and tries more than what to mention at employment agreement, because teaching is complex, elegant vocation and endless eagerness, so the study of relationship between organizational citizenship behavior and teachers performance seems important and necessary.

The primitive researches that implemented in tendency organizational citizenship behavior, more was, for the recognition of responsibility or the behaviors that had employees in organization, but often ignored. In spite of these behaviors, defectively, measured in traditional assessments of employment performance and even sometimes to neglect, but effect in improvement of organizational effectiveness [2].

Ahmadi, [3] reach to this result, that citizenship behaviors in managers of training institutions that have changeable guidance style, rather than institutions that their managers use exchange styles is obvious. They express that trust between managers and employees has, key and basic role in appearing of citizenship behaviors.

The correlation of five personality factors with organizational citizenship behavior, studies in United Arabic Emirate [4]. In this study, to consider the correlation between five personality factors of martines and five dimension of organ organizational citizenship behavior. The results indicate that personal differences has correlation with citizenship behavior and personality factors, to perform important role in employment behaviors. Also, experimentally, conscientiousness and sensationality constancy, personality particularities, have, in order of, the most effectiveness on development of organizational citizenship behavior.

Researchers, obtain to deliberative results, in background of organizational citizenship behavior, among them, the correlation of organizational citizenship behavior with entrepreneurship culture [5], structural factors guidance, cultural and values [4] increase of income and quality and decrease of expense and satisfaction of business employees, organizational productivity [6], the performance of personal and organizational [7], decrease of employees digression behaviors [8] the positive correlation with employment satisfaction [9], Organizational undertaking [10], the effectiveness of employees age, organizational post and sexuality [11] and mediator role between management of general quality between performance and organizational behavior [12] and existence the positive correlation between organizational citizenship behavior and organization efficiency [13].

The assessment of performance is the process that addresses measurement, evaluation and adjudication

about performance during certain period. And usually in organizational dimension is synonymous of activities effectiveness. The aim of effectiveness is amount of access purposes and programs with particularity of activities and operations the assessment of performance in dimension, express, the manner use of sources in pattern efficiency index. If the simplest definition know, efficiency, the ratio of credit to debit, the order of performance assessment, indeed, measure, the amount of management decisions efficiency, concerning optimization use of sources and facilities.

The researches, to be done in connection with the assessment of performance indicate existence correlation are between the performance of teachers and excitement intelligence, direct correlation whit, protectively, professional intimate behavior of managers and contrary connection whit grammatical and stranger of mangers and correlation whit change management [14].

The purpose of this study, compose, explanation of teachers performance base on the behavior of organizational citizenship and it's components. In this direction, studies, these hypothesis: There is a correlation between the behavior of organizational citizenship and the performance of middle school teachers. There is correlation between conscientiousness and the performance of middle school teachers. There is correlation between altruism and the performance of middle school teachers. There is correlation between dimension of citizenship virtue and the performance of middle school teachers. There is correlation between dimension of generosity and the performance of middle school teachers. There is correlation between the components of organizational citizenship behavior and the index of middle school teachers performance. The components of organizational citizenship behavior enjoy of prediction ability for the indexes of middle school teachers performance and there is correlation between the behavior of organizational citizenship and the components of middle school teachers sociological.

NATERIAL AND METHOD

Available research, in the way of purpose is, application and in the way of type is descriptive – correlation. Statistical universe of this study, compose, the teachers of middle section of mazandaran province west (2194), that among them 162 woman teachers and 196 man teacher select, via casual sampling. The tool of research compose, two questionnaire of “ Poudsakf & Notmehyer” organizational citizenship behavior and

“the questionnaire of teachers performance assessment” that was base on form of teachers assessment that contain of two questionnaire of self – assessment and the questionnaire of assessment by above, the form of assessment by colleagues the form of assessment by addresses and personal development.

However the questionnaire of citizenship behavior uses, by [9,5] in Iran and it’s statistical particularities, calculate, whit due attention to Iranian culture. And all above sources, emphasize on permissibility over this questionnaire. Nonetheless, the research, for acquisition of more confidence present, this questionnaire before research initial administration to twenty people of examinations and information accruing on, for the study of final coefficient, perform, via Cronbach’s Alpha and the coefficient of Cronbach’s Alpha calculate, equal to %84.

Also, Cronbach’s Alpha calculate %81, for the questionnaire of teachers performance assessment. For the test of research hypothesis use form the test of correlation statistical and multi variable linear regression and ANOVA single variable variance analysis, meantime use of SPSS software.

RESULTS

For study of organizational citizenship behavior and it’s five compilation, calculate with assessment of teachers performance studied data, via the test of Pearson correlation. The results present in table 1.

Base on, the data of above table, the coefficients of correlation, 0/572, 0/479, 0/452, 0/436, 0/198, 0/362 percent, in order of, calculate for the behavior of organizational citizenship, conscientiousness, altruism, citizenship virtue, generosity, respect. These coefficients are meaningful at error level (p<0/01). According to this assumption, the zero rejected and accept the assumption of research. So, for a certainty of 0/99, can admit, that there is a meaningful correlation between the behavior of organizational citizenship and it’s five components with the assessment of teachers performance.

The correlation between the components of organizational citizenship behavior and indexes of middle school teachers performance, the data of this research, study, via correlation matrix. The results of this test summarize in following table.

Table 1: the correlation between the behavior of organizational citizen and it’s components with the assessment of teachers performance

Variable	Particularities	The behavior of organizational citizenship					
		Conscientiousness	Altruism	Citizenship virtue	Generosity	Respect	
The assessment of teachers performance	Pearson correlation	0/572**	0/479**	0/452**	0/436**	0/198**	0/362**
	Sig. (2-tailed)	0/01	0/01	0/01	0/01	0/01	0/01
	Number	357	357	357	357	357	357

Table 2: Correlation matrix between the components of citizenship behavior and index of teachers performance

Indexes of teachers performance	Particularities	Respect	Generosity	Citizenship virtue	Altruism	Conscientiousness
Personal development	Pearson correlation	0/306**	0/114*	0/379**	0/398**	0/375**
	Sig. (2-tailed)	0/01	0/032	0/01	0/01	0/01
	Number	358	358	358	358	358
Colleagues	Pearson correlation	0/289**	0/112*	0/294**	0/383**	0/402**
	Sig. (2-tailed)	0/01	0/05	0/01	0/01	0/01
	Number	358	358	358	358	358
Addresses	Pearson correlation	0/248**	0/101	0/320**	0/336**	0/399**
	Sig. (2-tailed)	0/01	0/05	0/01	0/01	0/01
	Number	358	358	358	358	358
The behaviors of employment	Pearson correlation	0/344**	0/194**	0/363**	0/430**	0/403**
	Sig. (2-tailed)	0/01	0/01	0/01	0/01	0/01
	Number	357	357	357	357	357
The assessment of manager	Pearson correlation	0/286**	0/171**	0/392**	0/355**	0/455**
	Sig. (2-tailed)	0/01	0/01	0/01	0/01	0/01
	Number	358	358	358	358	358
Self – assessment	Pearson correlation	-0/034	0/059	-0/142**	-0/094	-0/094
	Sig. (2-tailed)	0/518	0/269	0/077	0/077	0/077
	Number	358	358	358	358	358

Table 3: The summary of outside and inside variables of model in stepwise regression

Model	(R)	(R ²)	R ² Modified	(S.E.E)	Changes R ²	F	Sig.
1	0/479	0/229	0/227	6/41	0/229	105/478	0/01
2	0/541	0/293	0/289	6/15	0/064	73/289	0/01
3	0/564	0/318	0/313	6/04	0/025	54/948	0/01
4	0/579	0/335	0/327	5/98	0/017	44/272	0/01

Table 4: the coefficients of evidence variable prediction model

Model	Unstandardized coefficients	Standardized coefficients				Sig.
		B	SE	Beta	t	
1	Fixed	67/37	2/53	2/530	26/63	0/01
	Conscientiousness	1/226	0/118	0/119	10/27	0/01
2	Fixed	63/32	2/53	2/530	25/03	0/01
	Conscientiousness	0/911	0/127	0/127	7/157	0/01
	Citizenship virtue	0/538	0/095	0/095	5/549	0/01
3	Fixed	60/56	2/604	2/601	23/28	0/01
	Conscientiousness	0/677	0/141	0/141	4/805	0/01
	Citizenship virtue	0/445	0/097	0/097	4/583	0/01
	altruism	0/464	0/128	0/128	3/634	0/01
4	Fixed	57/51	2/77	2/77	2/73	0/01
	Conscientiousness	0/546	0/146	0/146	3/730	0/01
	Citizenship virtue	0/446	0/096	0/096	4/643	0/01
	altruism	0/402	0/128	0/128	3/144	0/05
	Respect	0/324	0/110	0/110	2/944	0/05

Table 5: The variance analysis of organizational citizenship behavior between men and woman teachers

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	879/990	1	879/990	7/781	0/006
Within Groups	39698/271	351	113/100		
Total	40578/261	352			

Table 6: The variance analysis of teachers performance between men and women

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	317/051	1	327/051	5/973	0/015
Within Groups	18578/011	350	53/080		
Total	18895/062	351			

With considering coefficients of calculated correlation in above correlation matrix, the most correlation coefficient between the component of conscientiousness with indexes of employment behaviors is 0/408, the assessment of manager is 0/405, colleagues is 0/402, addresses is 0/399 and personal development is 0/375. Less coefficient of correlation is between the component of generosity and six indexes of teachers performance. On the other cases, doesn't show meaningful correlation, that contain self – assessment with conscientiousness, altruism, generosity, respect and the correlation of addresses and generosity. Only in two cases, correlation is meaningful in error

level equal (p<0/05), but level (P<0/01). So, except of five place of matrix, in other cases the assumption of zero rejected and the assumption of research confirm, for certainty of 0/95, in above two cases and for a certainty of 0/99 cases. So except of five cases, confirm the hypothesis.

For study of prediction ability, the components of organizational citizenship behavior, for teachers performance, five components of conscientiousness altruism, citizenship, generosity, respect, enter to regression equation, as predictor variables and the performance of teachers as evidence variable. It's results summarize in table 3.

With considering to the results of above table, amount of calculated polygamist integration coefficient, explain between four inside predictor variable to model and evidence variable, equal to 0/579, amount of appointment coefficient equal to 0/335, it means about 33/5 percent of changes of evidence variable, by these four inside variable to model. Also the amount of modified appointment coefficient is equal to 0/327. From whole of amount of 0/335 of evidence variable, 0/064 by citizenship virtue, 0/025 by altruism variable, 0/017 by respect variable. Whit this meaningful, if all variables have similar roles, in prediction and effectiveness in evidence variable appointment coefficient, express, 0/229 by conscientiousness variable, 0/017 by respect variable. Whit this meaningful, if all variables have similar roles in prediction and effectiveness in evidence change.

For comprehension of this subject, refer to the coefficients of t, Beta, B regression. The results, of this study show in table 4.

Base on, amounts of above table, at first step, with entering conscientiousness, alone it's portion changes of evidence variable 0/479 and at second step whit addition citizenship virtue, the portion of anyone appoint, in order of 0/356 and 0/281 and at third step whit addition philanthropy to both them, the portion of anyone, 0/246, 0/232 and 0/200 and at fourth step, with addition respect, the portion of anyone in the changes of evidence variable, 0/233, 0/213, 0/174 and 0/146.

With considering to amounts of above table, so, for a certainty of 0/99, four components of conscientiousness, citizenship virtue altruism and respect have, the ability of teachers performance prediction.

For study of difference between the behavior of organizational citizenship between men and women, the date, study, via analysis of single variable variance and it's results, settle in table 5.

With considering to amount of F calculated, it means 7/781 at error level ($p < 0/01$) is meaningful. According to this assumption, the zero rejected and accept the assumption of research. So, for a certainty of 0/99, can admit that, there is a meaningful difference between the average of behavior of organizational citizenship of men and women teachers and notation higher of average of organizational citizenship behavior, this difference is for the benefit of women teachers.

For study of difference between the teachers performance between men and women, the date, study, via analysis of single variable variance and it's results, settle in table 6.

With considering to, amount of F calculated, it means that 5/973 at error level ($p < 0/05$) is meaningful. According to this assumption the zero rejected and accept assumption of research. So for a certainty to 0/95 can admit that there is a significant difference between the average of performance of men and women teachers. And with considering to higher of average of woman teachers performance, this difference is for the benefit of women.

Base on amounts of B unstandardized coefficients, regression equation, for prediction of evidence variable, will be :

$$Y' = 56/285 + (0/532x_1) + (0/394x_2) + (0/444x_3) + (0/147x_4) + (0/306x_5)$$

The regression equation base on standardized coefficients of variables, consist of :

$$Y' = (0/208x_1) + (0/170x_2) + (0/232x_3) + (0/051x_4) + (0/137x_5)$$

DISCUSSION AND CONCLUSION

The results of this study, indicate that, there is a significant correlation between the behavior of organizational citizenship and the performance of teachers and between the components of organizational citizenship behavior and the performance of teachers.

These results protect via the findings of [15,13] and [7] These results way explain that, in principal, the performance of employment includes two components: The first component, is the performance of technical, that reflect, requirements and obligations and the second component is the performance of content that include uncertain activities, such as team and protective work. On the other hand, the performance of citizenship, describe, as behaviors that directly doesn't connect to activities of duty, but, for the reason that, protect of the texture and environment of organizational, social and psychology that are basic facilitator of duties, enjoy of eminent importance.

Indeed, the performance is content, that connect to citizenship performance. The behavior of organizational citizenship, attend, via pure organization texture and encouragement of organization people to creation, dynamic environment with increase of job performance levels. Also, the results of this study, about the components of organizational citizenship behavior and indexes of middle school teachers performance indicate that the most coefficient of correlation, is between the component of conscientiousness whit indexes of job

behaviors, assessment of manager, colleagues and personal development and the less coefficient of correlation is between the component of generosity and indexes of six of teachers performance. On the other hand index of self- assessment excepting one case. In other case, doesn't show significant correlation whit the components of organizational citizenship behavior. As show in table, at five cases of above matrix, don't observe a significant correlation, that consist of self- assessment with conscientiousness altruism, generosity, respect and the relation of addresses and generosity. The literature of search, in this case, doesn't consist of, considerable findings.

Between, components of organizational citizenship, the generosity, form the less and the conscientiousness and altruism form the most correlation, enjoy, whit indexes of teachers performance. In other words, the generosity more than be an organizational adjective, more, receive as personal specification, that in contrast whit conscientiousness and altruism, enjoy of less external manifestation And less of them, connect whit indexes of teachers job performance. Also, the results of this study, indicate that, four components of conscientiousness, citizenship virtue altruism and respect enjoy of predication ability for teachers performance. These results protect for findings of [7,13] and thus express that, first, the component of generosity come out, by reason of lack, explanation role form regression equation. Secondly, conscientiousness, as component that perform the most role in the performance of job, allocate, the most portion in it's explanation.

Also, the results of this study indicate that, the behavior of organizational citizenship in women, meaning fully, is more than men. These results, that harmonize with the finding of organizational citizenship behavior, such as conscientious, citizenship virtue and respect, consider between women employees more than men employees.

In principle, these specifications more observe, in people that, in relation to job environment, manifest, the behavior of heartily and respectable and directions of sentimental and passion of job environment, place to in consideration focus.

Also, the results of this study indicate that average of women teachers performance meaningfully, is more than men teachers. Performance of sexuality modifier role, in these studies, strengthen, this belief, that the performance of women teachers, with considering to their especial specifications is higher than men. About of

diagram of direction analysis, among to the components of citizenship behavior, in order of, citizenship virtue, conscientious, respect and altruism, perform, the most portion in predication of teachers performance assessment or their components. On the other hand, among to the components of performance assessment, in order of, job behavior personal development, assessment of manager and assessment of colleagues more predict, for the components of citizenship behavior.

REFERENCES

1. Appelbaum, S. and Colleagues 2004. Organizational Citizenship Behavior: a Case Study of Culture, Leadership and Trust, *Management Decision.*, 42(1): 13-40.
2. Bienstock, C., W. Carol, D. Carol and S. Rechel, 2003. Organizational Citizenship Behavior and Service Quality, *Journal of Services Marketing*, 17(4): 357-378.
3. Burns, T. and C. Jamie, 2008. Organizational Citizenship and student Achievement, *journal of Cross-Disciplinary perspective in Education*, 1(1): 51-58.
4. Ahmadi, F., 2009. The identification of factors influences on citizenship behavior development. Tehran University, Qom Pardis.
5. Moghimi, M., 2006. The study of correlation between organizational citizenship and entrepreneurship culture in governmental organization. *Management culture*, 13: 171-192.
6. Organ, D.W., 1988. Organizational citizenship behavior: The good soldier syndrome, Lexington, MA: Lexington Books. Citizenship behavior, *personnel psychology*, 48: 775-802.
7. Chien, M.H., 2000. A study to Improve organizational Citizenship Behaviors, *Academy of Management Journal*, 47.
8. Khalid, S.A. and H. Ali, 2005. The effects of organizational citizenship behavior on withdrawal behavior, *International Journal of Management and Entrepreneurship*, 1(1): 30-40.
9. Gonzales J.V. and T.G. Garazo, 2006. Structural relationships between organizational service orientation, contact employee job satisfaction and citizenship behavior *International Journal of Service Industry Management*, 17(1): 23-50.
10. Kim, S., 2006. Public Service Motivation and Organizational Citizenship Behavior a. in korea, *International Journal of Manpower*, 27/8: 722-740.

11. Wanxian, Li and W. Weiwu, 2007. A demographic study on citizenship behavior as in role orientation , Personality and Individual Differences, 42: 225-234.
12. Oscar, B., J. Jr. Joo and S. Jun, 2008. Exploring the casual relationship between organizational citizenship behaviors, Total Quality Management and Performance, British journal of Management.
13. Schepman, S.B. and Michael A. Zarate, 2008. The Relationship between Burnout, negative affectivity and organizational citizenship behavior for human service employees, International Journal of Humanities and Social Sciences.
14. Mohammadi, H., 2007. Study of correlation between change management and teachers professional performances, Sari Azad University.
15. Podsakoff, P., B. Scott and Mackenzie, 1997. Impact of organizational citizenship behavior on organizational performance: A Review and suggestion for future Research, Lawrence Erlbaum Associate, tnce., 10(2): 133-153,