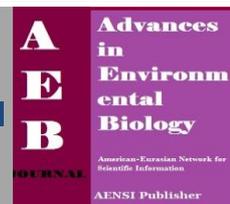




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The Comparison of Organization Citizenship behavior dimensions among peoples working at the physical education departments of state and non- state Universities of Khorasan Razavi, Iran

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ABSTRACT

This study aims to compare various dimensions of organization citizenship behavior among peoples who are working at the physical education department of state and non-state universities of Khorasan Razavi. Its sample includes 40 staffs of Ferdowsi and Hakim Sabzevari universities as state and Islamic Azad Universities of Mashhad and Neyshabour as non-state universities which is selected via stratified random sampling. The Organization Citizenship Behavior questionnaire whose internal reliability was 0.82 and individual questionnaire were used for data collection. Data were analyzed through mean, standard deviation and independent T test ($P < 0.05$). Results indicated that there is a significant difference between personnel of state and non-state universities in respect of social behaviors, work ethic, personal mutual coordination, chivalrousness. Also, there was a significant difference in all of the elements of citizenship behavior between two groups. There was no significant difference between them in respect of philanthropy, protection of organization resources and courtesy. According to these results and considering effect of organization citizenship behavior on the efficacy and improvement of organization performance, it is necessary to plan for promotion of organization citizenship behavior among the physical education employees.

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INTRODUCTION

Today, organizations have a major and eminent position in the social and cultural structure of the societies [1, 2]. Many of the basic and vital affairs of the people's life are done within organizations and without presence of education, industrial, service, trade and other organizations, life would be almost impossible and goals would not be reached. So, the efficient organizations are necessary [3, 4]. Each successful organization depends on properly application and allocation of tools, facilities, money, materials and human resources and this will be attained if they can use of skills, capabilities and personal and collective characteristics of their staffs in accordance with their goals and purposes [5].

A prominent organization performance will not be attained through ordinary efforts of its staffs. One of the reasons of the organizations' success is using of staffs who work more than their responsibility limits. Organization researchers consider efforts beyond the predefined duties of personnel as organization citizenship behavior. This is recognized as an inevitable factor for organization effective performance [6].

Sport and physical education has one of the most prominent positions within society. Particularly, sport at the university level plays an essential role in physical and mental health of students and peoples working at universities. So, the study of the level of organization citizenship behavior among the personnel of physical education departments of universities and its comparison in respect of organization structure could be an important step toward promotion of goals of the universities physical education departments.

Organization citizenship behavior is not a compulsory feature, but its presence favors organization [7]. Organ defines organization citizenship behavior as 'a willingly and voluntarily behavior which is not awarded directly by the formal compensation system of organization, but promote its performance [8]. The key elements of organization citizenship behavior include:

- A behavior beyond what is defined in advance for staffs.

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- A voluntarily and willingly behavior
- Without direct award and formal compensation from organization officials [7].

Different researches suggest that cooperative behaviors such as organization citizenship behavior, through facilitation of organization communications, organization planning, promotion of cooperation between staffs and developing a protective environment in organization, have a direct effect on organization results such as services quality, job satisfaction, organization commitment, fiscal performance and etc [9]. There are increasing studies on the organization citizenship behavior, but there is no comprehensive agreement about its different dimensions [10].

Organization citizenship behavior is one of the important sociologic dimensions of instruction organizations such as universities [11]. Studies conducted in this areastate the fact that presence of these behaviors within state and private organizations has positive and significant effects. In fact, both individual and collective effects are derived from organization citizenship behavior [12].

An organizational structure can be facilitate or inhibit effects of organization citizenship behavior on organization consequences [13]. So, investigation of organization conditions involving its structure will increase our knowledge about organization citizenship behavior [12]. An appropriate level of citizenship behavior depends on the fact that what type of structure is dominated on organization. An organic organization staffs versus a mechanical one will have different value characteristics and behavioral patterns. On the other hand, an organizational structure may predict organization citizenship behavior or follow it [14]. Podsakoff & Mckenzi pointed that organization citizenship behavior could promote the staffs' productivity and efficient operations of the organization groups [15]. Organization citizenship behavior has positive results for organizations. So, management must take steps to promote and strengthen it [16]. It is favorable for all kinds of organizations because it is associated with major factors such as job satisfaction, system maintaining and the organizational productivity [10]. The concept of organization citizenship behavior has evolved the field of organizational behavior. Obviously, it has resulted in more innovator, flexible, productive and responsible organizations [17]. Podsakoff *et al.* (2000) suggested some of the reasons why organization citizenship behavior influences on the staffs' behavior and performance:

- 1- Increased level of executive productivity,
- 2- A lower level of resources r to spend for maintaining operations,
- 3- Developing a healthy work place which may increase the staffs' mood [18].

It seems that a better understanding of the current situation of the organization, increased productivity of personnel and management and a better coordination between personnel, presence of an appropriate context to increase job satisfaction and using of different tools for the extension of citizenship behaviors among personnel and managers are some important factors to improve organization performance at the current and future time. Considering that organization citizenship behavior is important at the university level, where it involves an extensive range of jobs and executive positions, and that management and personnel have focused on planning for a better level of services. This study aims to compare different aspects of organization citizenship behavior between personnel working at physical education departments of the state and non- state universities of Khorasan Razavi.

MATERIALS AND METHODS

Considering the nature of subject and the study goals, this research has used of descriptive-comparative method. Our population included personnel (including universities faculty members and staffs) working at physical education offices of state and non- state universities of Khorasan Razavi (Ferdowsi, Hakim Sabsevari Sabzevar, Islamic Azad University, Mashhad & Neyshabour Branches) during education year of 1390-91. Data collected from interviews with the personnel in charge showed that these include 83 which are listed in tables 1 and 2.

Table 1: State Universities of Khorasan Razavi province in their faculties and organization positions order.

	Name	Faculty Members	Personnel
1	Physical Education Department, Ferdosi university	15	36
2	Physical Education Department, Hakim Sabzevari University	5	2

Table 2: Non-state universities of Khorasan Razavi province in their faculties and organization positions order.

	Name	Faculty Members	Personnel
1	Physical Education Department, Islamic Azad University of Mashhad	15	5
2	Physical Education Department, Islamic Azad University of Neyshabour	4	1

Considering the nature of study we used of stratified random sampling. As there was no background information about the elements of organization citizenship behavior among the personnel of physical education departments of universities, primarily we conducted a preliminary study and, then, specified our sample size which was 20 for each group. Two questionnaires were used: 1- demographic questionnaire including 8 items such as type of university, gender, age, education, major, position or job, term of office, and type of

employment. 2- Organization citizenship behavior questionnaire including 27 items which was designed according to elements of citizenship behavior provided for by Oregon in order to assess organization citizenship behavior in the cultural context of USA, and the components of organization citizenship behavior presented by Fareh *et al.* for the Chinese culture. A complex model of these two included three common elements and four other elements which create a conceptual model. These are: social behaviors, philanthropy, work ethic, personal and mutual coordination, protection of the organization resources, chivalrousness and courtesy. 27 items questionnaire includes 7 elements which are social behaviors, philanthropy, and work ethic, and personal mutual coordination, protection of organization resources, chivalrousness and courtesy. Answers were ranked in a 4 rank scale from 1 (low) to 4 (very high). Personal information form is frequently used by other researchers so its reliability has been verified. Internal reliability of questionnaire is supported by Moghimi (2005). This study has used of 20 questionnaires for each group and its Cronbach was α coefficient 0/82. Data analyzing was done by SPSS 16 ($P < 0/05$).

Results:

Of between our subjects, 20 (%50) were working in state universities and 20 (%50) employed in non- state universities. the first group composed of 11 men (%55) and 9 women (%45) and this classification for non state universities was 14 (%70) and 6 (%30), respectively. The age range of our sample in state universities was as follows: 1 of 21-29 years old (%5), 11 of 30-39 years old (%55) and 8 of 40-49 years old (%40), and this for non state universities was 1, (%5), 12 (%60) and 7(%35) belonging to the first, second and third age groups, respectively. The education level of subjects in state universities was as follows: 4 of associate degree or lower (20), 3 bachelor (%15), 3 M.A. (%15) and 10 PhD degree(%50) and for non state universities it was as 1 of associate degree (%5), 4 bachelors (%20), 11 master of arts (%55) and 1 PhD (%20). Of our sample in state universities 10 were faculty members (%50) and 10 were executive employees (%50) and this for non state universities was 11 faculty members (%55) and 9 employees (%45). Each hypothesis of the study was considered as H0 and analyzed by T test. Results are listed in table 3.

Table 3: Mean comparison of the elements of organization citizenship behavior between personnel of state and non-state universities.

Elements	State universities Mean	Non state universities Mean	T student test	
			T value	Significance level
Social behaviors	13/55±2/187	11/55±2/235	2/859	0/007
philanthropy	13/60±1/602	13/30±2/430	0/461	0/648
Work ethic	16/75±1/650	15/00±1/863	3/144	0/003
Personal Mutual coordination	13/45±3/252	11/05±3/219	2/345	0/024
Protection of organization resources	9/40±2/683	8/65±2/601	0/898	0/375
chivalrousness	10/15±1/386	8/10±2/314	3/397	0/002
courtesy	12/95±2/416	12/20±2/876	0/893	0/378
Assembly of organization citizenship behavior	12/83±3/165	11/40±3/364	3/659	0/000

Table 3 shows that there is a significant difference between elements of social behaviors, work ethic, personal mutual coordination, chivalrousness and the assembly of organization citizenship behavior among state and non state universities and philanthropy, protection of organization resources and courtesy were not different between two types of universities, significantly.

Discussion & Conclusion:

Organization citizenship behavior, as a new concept of organization behavior management focusing on the staffs' behavior beyond their job limits, has a determinant role in the organization processes and for transforming classic environment to an effective and dynamic one [10]. Behavioral sciences researchers have noted various elements for the organization citizenship behavior some of which (7 elements) are studied in this research and compared between state and non state universities. According to our first hypothesis (H1), there is a significant difference between social behaviors of peoples working at state vs. non state universities ($p=0/007$). As social behaviors show one's attention to cooperation in organization social life and includes participation in extracurricular activities- even when it is not necessary- coordination with changes made by management, intention to read books, journals, and rising his/her information, and attention to poster and notifications in order to inform other personnel, states' personnel influencing by friendly and supportive climate, work stability, having a positive picture of their organization, being motivated to try more due to their trust in managers, job security or its imagination among staffs and having job satisfaction may be attributed to this. This result was consistent with those of other studies such as Haj karimi [19], Hoveyda [11], Elah tavakoli [20], Zareimatin [21], and Saeidinejad [22] and not with Moghimi [10], Khalesi [23], George [13], and Ehrhart [24].

According to H2, there is no significant difference between state and non-state universities subjects in respect of philanthropy ($p=0/648$). Philanthropy refers to helping colleagues in completing their duties which its

values of 13/60 and 13/30 for, respectively, state and non state universities indicates that there is no significant difference between two groups. H3 states that there is a significant difference in work ethics between peoples working at state vs. non- state universities ($p=0/003$). Work ethics or conscience (for example, overtime work in favor of the organization interests) is beyond predetermined duties specified by organization. Some of the possible reasons for this significant difference are lacking of the following factors: adherence to organization regulations, endeavor in doing jobs, considering supervision bodies as important ones, timely completing of delegated duties, and being responsible. This is consistent with the results of khalesi [23], Saeidinajad [22], and not with Moghimi [10], Dipaola [25] and Ehrhart [24].

According to H4, there is a significant difference in personal mutual coordination between subjects working at state compared to non- state universities ($p=0/024$). This is defined as the staffs' working toward development and facilitation of coordinated relations. Some of the reasons of difference between two groups in this variable are reproving each others, backbiting, abusing of one's position and power, application of illegal tactics to achieve goals, lacking of appropriate knowledge about one's position and lacking of sufficient meetings in order for the employees' coordination. This result was consistent with those of Zarei matin [21], Zahedi [26], Garg [27] and not with Gholipour[28] and Azimzadeh [29].

H5 suggested that our subjects in two group were not different in respect of protection of their organization resources significantly ($p=0/375$). This characteristic includes activities which result in maintenance of resources, i.e. using of the organization resources (for example money, information, social assets) to help in its protection from unexpected events (such as fire and flood). This variable value of 9/40 for state and 8/65 for non-state universities was not different significantly.

According to H6, here was a significant difference between trial groups in chivalrousness ($p=0/002$). Chivalrousness definition is tendency to tolerate inevitable interferences and job unfairness without any complaining. Lacking of positive attitudes, representing problems as very great ones, complaining, settling personal affairs during office times, using of the organization facilities in order to do personal works, offering excuses to leave workplace, and opportunism for taking a leave of absence are some of the reasons of this significant difference which was in consistence with result of Zahedi [26], Khalesi [23], Wanxian [30] and not with Hasani [31] & Saeidinejad [22].

H7 indicated that there is no significant difference between employees in state and non- state universities in respect of courtesy ($p=0/378$). Courtesy is defined as consulting with others before doing anything, giving information and its exchange as well as thinking about effects of one's acts on the others. This with mean values of 12/95 and 12/20 for, respectively, state and non- state universities, showed no significant difference.

According to H8, level of organization citizenship behavior was different between two groups, significantly ($p=0/000$). An organization citizenship behavior is a willingly behavior which is not awarded directly by the formal compensation system of the organization, but promote its effective performance. Some of the reasons of its significant difference between two trial groups are: more numbers of women employees in organization, higher level of education of personnel working at state settings, a higher level of their internal coordination, more resources allocation, presence a precise system of supervision and monitoring and a higher level job security. This is consistent with the results of Hoveyda [11], Zareimatin [21], Piercy [32], and Yun[33] and not with Azimzadeh [29] and Ehrhart [24].

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