
The relationship between Organizational Citizenship Behavior and Organizational Commitment in educational organizations (Education and Training Teachers of Fouman)

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ABSTRACT

Education generated as a foundation and key element of human learning in human societies and it is responsible for the education and training of the next generation in our country. Education and training organization of Fouman (Islamic Republic of Iran) passes a long way behind and ahead extensive structural changes which associated with hiring a new HR. Research methodology of this study was descriptive and practical purpose and data collecting was among the field research. The sample comprised of 391 of 1250 employees that was taken randomly to assess the level of commitment and organizational citizenship behavior among employees using software SPSS 21. Also the type and extent of the relationship between organizational citizenship behavior and organizational commitment and dimensions of commitment is essential to Fouman education that after examining hypothesis about citizenship behavior and organizational commitment was confirmed. The impact of affective commitment was much more than normative commitment.

Keywords: Organizational commitment, Citizenship behavior, Job performance, Emotional attachment, Consciousness.

1. Introduction

Employees are the most valuable asset in the organization. It is the human resources that can take positive steps toward organization objectives, or in the absence of guidance, runs counter to the goals of the organization. Hence, knowledge of human resources management is very important (Delgoshaei, et al., 2008). It is evidence in the literature that organizations need employees who are willing to go beyond their formal job requirements. Behaviors and actions beyond the job duties refer to the OCB that has attracted the attention of many researchers in recent years (Ghafari Ashtiani, et al., 2009).

This concept has created a new wave in organizational behavior discussions and guided organizations to the creativity, resilience, greater effectiveness and success (Bienstock, et al., 2003). Commitment issues has special important in organizational behavior and continuously have been considered by the scientists and researchers.

Organizational commitment refers to the strength and value of identity that a person perceives with their organization. In general, researchers have identified three types of commitment that leads to organizational commitment that including

- 1- Emotional commitment which actually explain the emotional attachment to the organization.
- 2- Normative commitment that explain a commitment to remain with the organization.
- 3- Continuance commitment, in fact explains to remain with the organization because of the high cost of leaving.

OCB refers to behaviors that the person shows and explicitly is not determined by the will-based position. Better attention to the interests of employees increased organizational commitment and reduce stress. Since such a study has not been done in Department of Fouman Education and less attention was paid to citizenship behavior, it is therefore possible that the organizational commitment of employees is not in acceptable level. Accordingly, in this study we decided to evaluate the relationship between organizational citizenship behavior and organizational commitment within the organization. Since organizational commitment can be improved job performance, the results of this study can be important for Fouman education because an increased commitment of employees improve their performance. Given that education is trying to change the structure of courses and updating the chapters of books based on our religious criteria, it required to proper recruitment to teach the courses. Now the question is that whether the speed of changes and procedures has much impact on the employee and how to service to the citizens. And since the main asset of any organization is its human resources, preserve these resources and their commitment towards their organization can have a big impact on their responsibility and make successfully performed the transition from the phase transformation. Is OCB as employee's discretionary and deliberate behavior impact on individual and organizational performance? On the other hand, according to previous research, the relationship between organizational commitment and organizational citizenship behavior was confirmed. Both are vital for those who are engaged in educational institutions. And the relationship between these two variables can contribute immensely to the Directors of Education and other educational organizations to make optimal use of organizational resources. The right people for each job can be achieved higher levels of quality and in turn increase the quality of organization.

The main aim of the research is to explore the relationship between organizational citizenship behavior and organizational commitment in educational institutions (Fouman education instructors). Secondary objectives of the study include

1. The relationship between organizational citizenship behavior and emotional commitment of Educational Organizations employees (Fouman education instructors).
2. The relationship between organizational citizenship behavior and normative commitment of Educational Organizations employees (Fouman education instructors).
3. The relationship between organizational citizenship behavior and continuous commitment of Educational Organizations employees (Fouman education instructors).
4. Which dimension of OCB has the highest relationship with the organizational commitment of education departments (Fouman education instructors)

1.1 Review of literature

The studies have been done on organizational citizenship behavior and organizational commitment that can refer to the following.

Ricketta and Dick in a meta-analysis with the title "attachment focus in organizations" explain that commitment and identification related to job satisfaction, turnover intention and

absenteeism, however is strongly related with job involvement and citizenship behavior. Alotaibi examined the impact of job satisfaction, perceived justice and organizational commitment on organizational citizenship behaviors. The results showed that only organizational commitment is related to organizational behavior. Powell and Meyer in regard to Side-bet Theory and Three Component Model of organizational commitment stated that emotional commitment has the strongest correlation with organizational citizenship behavior. However, normative commitment has correlated with OCB, it is weaker compared the relationship between emotional commitment and organizational citizenship behavior.

Spector and Fox investigated the relationship between emotion and voluntary work behavior (OCB behaviors and anti-citizenship behavior). The results showed that emotion plays a central role in voluntary behavior and voluntary work behaviors can be increased or decreased by emotional manipulation. They also stated that a number of occupational and organizational conditions such as (administrative pressures, job stress, injustice and low psychological commitment) may cause emotional reactions and negative emotions increase the anti-citizenship behaviors. Conversely, positive emotions increase the organizational citizenship behavior.

Wasti examined the antecedents and consequences of organizational commitment in both emotional and continuous commitment. The results showed that emotional commitment results from positive work outcomes and also predict desired result and continuous commitment is influenced by the norms. Meyer et al stated that among the three dimensions of organizational commitment, emotional commitment has the highest relationship with OCB followed by normative commitment, but it is not related with continuous commitment. Bolon stated that emotional commitment among the components of organizational commitment has the strongest correlation with OCB. Meta-analysis by Oregon and Ryan (1995) showed that organizational emotional commitment has relationship with the dimension of sacrifice and obedience of organizational citizenship behavior.

Bolon D.S. stated that emotional commitment has a stronger relationship with OCB (Bolon D.S, 1997). Williams L.j and Anderson S.E (1998) stated that organizational commitment is not associated with any of the organizational citizenship behavior dimensions.

Lambert S.J (2006) put the clear sign of the relationship between organizational citizenship behaviors with organizational commitment in three categories

1. Governance, including the regularly respect for the structures and processes. According to Lambert, this class contains Oregon's conscientious.
2. Loyalty and development of activities which include providing quality services to staff and maintain the values. According to Lambert, loyalty covers courtesy and Sportsmanship.
3. Participation and responsibility that include self-control under the rules and regulations.

Dimensions of altruism are placed on this class (Lambert, SJ. 2000). Meyer, et al., stated that organizational commitment has the highest relationship with organizational citizenship behavior followed by normative commitment, but it is not related to continuous commitment (Meyer et al., 2001). TurnLey H.W et al (2003) investigated the relationship between psychological commitment and role behavior and OCB. This study showed that there is a relationship between psychological commitment and three kinds of employee behavior

including role behaviors, organizational citizenship behavior toward people and organizational citizenship behaviors toward the organization. The results also showed that psychological commitment is strongly associated with the organization citizenship behaviors (Turnley et al., 2003). Erturk A (2006) examined the role of organizational justice and trust to administrator to increase organizational citizenship behavior in Turkish Academics. The results showed that trust in the manager affects on the employees perceptions of manager justice and they jointly affects on organizational citizenship behaviors towards the manager and people (Erturk A. 2006). N .S.X and Jr P.S (2007) examining "the impact of leadership on organizational citizenship behavior" indicated that there is a relationship between the transactional and transformational leadership and organizational citizenship behavior.

Bazzel R.J (2007) examined the relationship between organizational citizenship behavior and academic achievement of students and the school district size. A sample of 417 teachers from 19 school districts was selected. The relationship between organizational citizenship behavior and academic achievement of students and the school district size was not significant. Schapman .S and Zarrat .M (2008) studied the relationship between job burnout and its three dimensions with OCB on Social Security employees. The results showed that there is a significant inverse relationship between job burnout and its three dimensions with OCB (Schapman et al., 2008). Bowler .M and Brass D. j (1964) has provided social exchange theory. This theory suggests that OCB is anticipated when staff feel comfortable about the organization and show their motivation toward the organization. Bowler .M and Brass D. j (2006) in a study conducted on 141 employees of a manufacturing company showed that social relations is related to employees organizational citizenship behavior perception (Bowler, 2006). These results has been postulated the relationships that was based on social exchange theory that showed that the intensity and intimacy of interpersonal associated with citizenship behavior performance. Kamder, D and McAllister D. j (2006) studied the role of social exchange theory in relation to OCB and according to this theory how justice perceptions is justified on organizational citizenship behavior. Organizational citizenship behaviors may be based on environmental factors such as social rewards. As Teci et al (1997) stated that employer reacts to employee efforts through greater attention to the comfort and well-being in the professional investment. The reciprocity relationship occurs in social settings or on the employee's job relations (Koster et al., 2003). Allen and Meyer (1984) stated that attitudes and behaviors are consistent over time. And on this basis, organizational tenure period will lead to conclude that as it was expressed by the relationship commitment they demonstrate stronger commitment to the organization and then OCB will shape. In organizations, those who are in the higher levels of job, in general have higher levels of organizational commitment than those at lower levels. This is because the positions of power allow people to influence organizational decision. Overall, those with higher levels of privilege have more freedom to focus their behavior on the job. Steers R.M and Porter L.W (1997) stated that there are many variables associated with organizational commitment. These variables are divided in 3 levels and 5 categories as follows: 1- Personal factors such as initial levels of employee commitment; 2- Organizational factors such as the employee's initial work experience and responsibility; 3- Non-institutional factors such as availability of alternative jobs (Steers and Porter, 1979).

2. Research hypothesis

The research hypotheses are listed as follows

- 1- There is significant relationship between OCB and organizational commitment of educational organizations.
- 2- There is significant relationship between OCB and emotional commitment of educational organizations.
- 3- There is significant relationship between OCB and normative commitment of educational organizations.
- 4- There is significant relationship between OCB and continuous commitment of educational organizations. Based on the discussions, conceptual model is shown in figure 1.

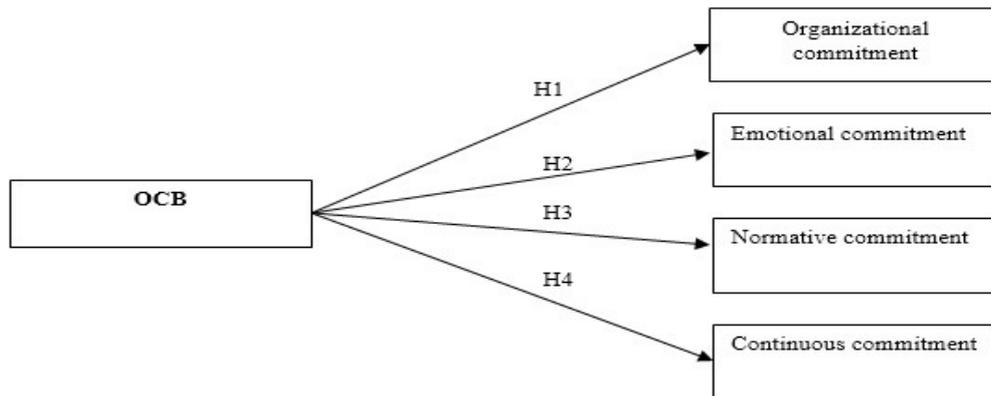


Figure 1: Conceptual model of research.

3. Research methodology

This study sought to examine the relationship between organizational citizenship behavior and organizational commitment among educational institutions (Fouman education and the status of these variables and the commitment dimensions in the organization. This study is an application study and in terms of procedure is a descriptive study. OCB is considered as independent variable and organizational commitment as dependent variable that consisted of normative commitment, continuance commitment and emotional commitment. In the process of doing research, we have trying to taken step according to the initial questions and hypotheses raised in line with the main objectives. Since the descriptive study describe and interpret what there is and pay attention to the current conditions and relations and the common ideas of current processes or expanding trends and evident and its main focus is on the present time and considering the initial questions that seek to assess the current situation. For data collection, field and library methods were undertaken in 2013-2014. According to the same study, as many descriptive studies, a questionnaire was used to collect data. So, two questionnaires were used for these variables; Oregon 15-question questionnaire to assess OCB and Allen and Meyer 24 questions to assess organizational commitment. The questionnaire was evaluated by a five-item Likert. Based on the study population, the total Cronbach's coefficient for Organizational Commitment Questionnaire was 0.759007% and for Citizenship Behavior Questionnaire was 0.751540%. The alpha value is closer to 1, the more reliability of the questionnaire. If the alpha value is greater than 0.7, the reliability is good, and if it is 0.5 to 0.7, the reliability is average and if less than 0.5, the questionnaire is not reliable. Descriptive statistics such as mean and variance were used to assess the variables. And also for inferential statistics, correlation method is used to verify assumptions. Simple random sampling method was used according to Morgan. Given that the variance and mean of the population is uncertain and the number of employees in the study were identified

and is 1250 employees, so Morgan was used to determine sample size. In this table, 384 samples for each 1000 population and 391 cases to 1250 population are suggested. The study selected 400 as the sample size. In this regard, 400 questionnaires were distributed. Out of these, 391 cases were collected and represent that 97.75% of the questionnaires were returned. It is appropriate amount and also was greater than the amount specified in Morgan which in turn is a conservative method of determining the sample size. As a result, the sample size can be adapted for this research.

4. Results Analysis

The data analyzed in this study cause to get information about accept or reject the hypothesis of this research. 47.6% of the respondents were female and 52.4 % was male. Of these people, 15.6 percent of respondents were under 30 years, 42.7% 30-35, 0-0.5% 35-40, 19.2% 40-45, 13.0% 45-50 and 9.0% were over 50 years. Also, 5.6 percent of respondents were under diploma education, 15.1% diploma, 34.0% advanced diploma, 41.2% Bachelor and 4.1% MA.

4.1 The Main Hypotheses Testing

There is significant relationship between OCB and organizational commitment of Fouman Education.

H0: There is not significant relationship between OCB and organizational commitment of Fouman Education.

H1: There is significant relationship between OCB and organizational commitment of Fouman Education.

As can be seen in the correlations in table1, Pearson correlation test was used to test the hypothesis. There is direct relationship between two variables of organizational citizenship behavior and organizational commitment at 34.8%. According to the inferential static, there is significance relationship between the organizational citizenship behavior and organizational commitment at 99% (sig=0.000) ($p \leq 0.05$). Thus, the null hypothesis is rejected (Or the research hypothesis is confirmed).

Table 1: The correlations between OCB and organizational commitment

		OCB	Organizational commitment
OCB	Pearson Correlation	1	.348**
	Sig. (2-tailed)		.000
	N	391	391
organizational commitment	Pearson Correlation	.348**	1
	Sig. (2-tailed)	.000	
	N	391	391

** . Correlation is significant at the 0.01 level (2-tailed).

4.2 The First sub-hypothesis test

There is significant relationship between OCB and emotional commitment of Fouman Education.

H0: There is not significant relationship between OCB and emotional commitment of Fouman Education.

H1: There is significant relationship between OCB and emotional commitment of Fouman Education.

As can be seen in the correlations in table 2, Pearson correlation test was used to test the hypothesis. There is direct relationship between two variables of organizational citizenship behavior and emotional commitment at 37.5%. According to the inferential static, there is significance relationship between the organizational citizenship behavior and emotional commitment at 99% (sig=0.000) ($p \leq 0.05$). Thus, the null hypothesis is rejected (Or the research hypothesis is confirmed).

Table 2: The correlations between OCB and emotional commitment

		OCB	Emotional commitment
OCB	Pearson Correlation	1	.375**
	Sig. (2-tailed)		.000
	N	391	391
emotional commitment	Pearson Correlation	.375**	1
	Sig. (2-tailed)	.000	
	N	391	391

** . Correlation is significant at the 0.01 level (2-tailed).

4.3 The second sub-hypothesis test

There is significant relationship between OCB and continuous commitment of Fouman Education.

H0: There is not significant relationship between OCB and continuous commitment of Fouman Education.

H1: There is significant relationship between OCB and continuous commitment of Fouman Education.

As can be seen in the correlations in table 3, Pearson correlation test was used to test the hypothesis. There is direct relationship between two variables of organizational citizenship behavior and continuous commitment at 11.9%. According to the inferential static, there is significance relationship between the organizational citizenship behavior and continuous

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commitment at 95% (sig=0.019) ($p \leq 0.05$). Thus, the null hypothesis is rejected (Or the research hypothesis is confirmed).

Table 3: The correlations between OCB and continuous commitment

		OCB	Continuous commitment
OCB	Pearson Correlation	1	.119*
	Sig. (2-tailed)		.019
	N	391	391
continuous commitment	Pearson Correlation	.119*	1
	Sig. (2-tailed)	.019	
	N	391	391

*. Correlation is significant at the 0.05 level (2-tailed).

4.4 The third sub-hypothesis test

There is significant relationship between OCB and normative commitment of Fouman Education.

H0: There is not significant relationship between OCB and normative commitment of Fouman Education.

H1: There is significant relationship between OCB and normative commitment of Fouman Education.

As can be seen in the correlations in table 4, Pearson correlation test was used to test the hypothesis. There is direct relationship between two variables of organizational citizenship behavior and normative commitment at 17.0%. According to the inferential static, there is significance relationship between the organizational citizenship behavior and normative commitment at 99% (sig=0.019) ($p \leq 0.05$). Thus, the null hypothesis is rejected or the research hypothesis is confirmed (table 5).

Table 4: The correlations between OCB and normative commitment

		OCB	normative commitment
OCB	Pearson Correlation	1	.170**
	Sig. (2-tailed)		.001
	N	391	391
normative commitment	Pearson Correlation	.170**	1
	Sig. (2-tailed)	.001	
	N	391	391

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5: The results of inferential statistics

Hypothesis 1	Confirmed	OCB has a significant relationship with organizational commitment
Hypothesis 2	Confirmed	OCB has a significant relationship with emotional commitment
Hypothesis 3	Confirmed	OCB has a significant relationship with continuous commitment
Hypothesis 4	Confirmed	OCB has a significant relationship with normative commitment

4.5 Recommendation

Based on the discussions, the following recommendations are suggested for future research

- 1- Given that the present study was conducted in the Fouman city, it is proposed that similar studies will also do at the national and provincial education departments, until they can better planned for organizations through the clarify of the relationship between organizational citizenship behavior and organizational commitment.
- 2- Conduct research on other data analysis on the relationship between organizational citizenship behavior and organizational commitment such as gender, age, educational background and work experience, etc.
- 3- Conduct research into the effect of how bonus payments on strengthening organizational citizenship behavior.

4.6 Limitation of the Study

The limitations of this study are as follows

1. Not enough attention of some employees when responded to the questionnaire.
2. Start of some new staff that often have little work experience and have not experienced other areas and affiliated organizations and have not yet to socialization in organizations can be little impact on the results.

5. Conclusions

The results show the impact of organizational citizenship behavior on organizational commitment that confirms the findings of previous research. In addition, this study found that that OCB has a positive effect on the two dimensions of the three dimensions of commitment including emotional commitment and normative commitment. In this section a number of previous researches have been conducted in the context of organizational commitment and organizational citizenship behavior and are close to the present study has been discussed. Hasani et al., (2007) in a study "OCB, another step towards improving organizational performance towards the customer" examined the customers and employees providers support service of Hamkaran System software group in East Tehran and Isfahan. The sample calculated consisted of 90 experts and 128 customers. The results show that the influence of citizenship behavior on the factors related to customer loyalty in employees providing service

is markedly more important. How employees interact with customers is an important factor. The industry is also an important place in the study results. Goods quality and services lead to greater customer satisfaction and impact on customer loyalty and consequently on the organization. It is also recommended that to consider corporate identity, organizational justice, trust, organizational commitment and leadership style to promote good citizenship behavior of employees, because these factors are significantly associated with OCB.

Rezaian et al., (2008) studied the "Influence of procedural justice on organizational citizenship behavior by considering the role of organizational trust" with the sample of 154 bank employees. And the results show the impact of organizational justice on organizational trust and citizenship behavior and also the impact of organizational trust on OCB and the effect of procedural justice on organizational citizenship behavior through the trust path. Sohrabi et al., (2009) in the study of "Ethics, information technology and organizational citizenship behavior" concluded that information technology ethics can influenced under organization moral values. In this work, organizational commitment and organizational citizenship behavior dimensions acts as a mediator variable. Baharifar et al., (2010) explored the implications of moral values in the organization (the study of organizational justice, organizational commitment and organizational citizenship behavior). In this study the results of the impact of organizational moral values on procedural justice and distributive justice and subsequently the positive effects of distributive justice and procedural justice on organizational commitment was provided. The organizational commitment of employees can have a positive effect on moral behavior. Finally, ethical behavior has positive impact on sportsmanship and altruism of the organizational citizenship behavior.

As was mentioned, organizational commitment can improve job performance. Hypothetically, the correlation between value systems and work environment that lead to organizational and professional commitment has good effects on different work outcomes such as organizational citizenship behavior and performance. According to the results and low mean values of citizenship behavior and organizational commitment as well as the strong correlation between these two variables, it can be suggested that

1. In-service training for the improvement of organizational citizenship behavior and organizational commitment must provide and implemented.
2. Since there is a positive relationship between organizational citizenship behavior and organizational commitment, OCB can be enhanced through the establishment of performance appraisal systems, reward and incentive systems. And employees who act good citizenship behavior in the area must identify and encouraged to strengthen organizational citizenship behavior.
3. Although OCB is a new in management science, but considering the ethical functioning of corporate behavior and creating a spirit of collective solidarity will soon become an essential requirement for organizations. Organizations can designed the ecological characteristics of the surrounding agencies as measures and consider it to recruitment processes.

Because there is a positive relationship between organizational citizenship behavior and organizational commitment, it is proposed that managers can enhance the organization's commitment and achieve their goals through empowering the employees, establishing a system of meritocracy, create job security for employees, share of employees in decision making and helping employees develop skills in promoting and enhancing OCB.

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