Comparative levels of organizational citizenship behavior (OCB) staff in education

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Abstract

The purpose of this paper is to investigate the level of organizational citizenship behavior in higher education . Applied University and National University (Government) is using Cochran formula , 259 patients were selected - by the staff of higher education institutions including the University of Ilam , Islamic Azad University of Medical Sciences , Payam Noor Sciences was formed .tools. Data were analyzed using SPSS version 18 . Kruskal-Wallis test results comparing different levels of organizational citizenship behavior of respondents indicated that the respondents in this area , there are significant differences in the level of one percent . The highest level of citizenship behavior at the University of Applied Sciences and University employees had the lowest level of citizenship behavior .

Keywords: Organization, Organizational citizenship behavior, Higher education, Ilam province.

Introduction

In today's competitive business environment, the major concern of organizations scrambling in order to their comprehensive survives and develops. To do this great purpose, Managers are seeking to identify and optimize the use of resources and assets that obtaining of them is so expensive and laborious. So the winners of this field are the managers who used this investment at the most effective, efficient and benefit ways. Major sources of each organization are due to the human, financial and technical resources[1]. The course of human capital determines the direction of the capital, because the manpower has served other sources with his planning and capabilities Hudson (2006). Nowadays, one of the most important, complex and extensive system of social institutions is Higher Education. According to this system that makes the future of this country, it requires particular sensitivity. In the past half-century, educational systems have undergone significant changes in management practices and it is obvious that it is necessary to improve the manner of managers on administrators in higher education institutions. In these structures, the behavior of employees and/or *Organizational Citizenship Behavior* will be very important to them which include personnel actions to improve the productivity and working environment of solidarity and cohesion that is beyond organizational requirements [2-4]. Good corporate citizenship is an idea and it includes a variety of employees' behaviors such as: Accept and assume the duties and additional responsibilities, following the rules and procedures of the organization, maintaining and developing a positive attitude, patience and tolerance of dissent and problems at work. Employees who have acted beyond their job duties and exhibited their *Organizational Citizenship Behavior that* belong to the working group and organization which have high productivity and as well as they do high quality work to workers who have low levels of *Organizational Citizenship Behavior* [5-8]. Accordingly, the present study, paid to this problem in higher education organization to evaluate it and compare

between different universities. Firstly, in this paper we stated the concept of citizenship behavior, types, dimensions and its components and then research conducted in this area expressed and finally, the results have represented.

Organizational citizenship behavior

The concept of organizational citizenship behavior was introduced the first time by Batman and Oregon in the early 1980s. The early research was conducted in the context of Organizational citizenship behavior, were retained to identify the responsibilities and behaviors of employees in the incidence but it was often ignored. Although these behaviors in traditional measures of job performance measures were incomplete, or even sometimes were neglected, but were effective in improving organizational effectiveness (Bienstock et al, 2003).

In research these actions that occur in the workplace, this is defined as "voluntarily set of behaviors that are not part of the person's official duties; nevertheless doing by them and improve organizational roles and responsibilities (Apple Bum et al, 19, 2004). For example, a worker may not need to work overtime or stay late in workplace but despite this, to improve the current state of affairs and facilitating the work of the organization; they stay most of their official working hours in organization and help others (Cropanzano, 2000). "Oregon" knows the citizenship behavior of employee as positive measures to improve the productivity and working environment of solidarity and cohesion that is beyond requirements of the organization (Hudson, 2002). "Oregon" argued that Organizational citizenship behavior is an individual and voluntary behavior that is not designed directly by the formal reward systems in organizations. But nevertheless it can effectively improve the efficiency and performance of the organization (Cohen and Cole, 386.2004). The definition of Citizenship behavior focuses on three main characteristics: the first is that this behavior should be voluntary: that is not a predefined task and not as part of official duties. Second, the benefits of this behavior have organizational aspects and the third feature is that it is multi-faceted nature Organizational citizenship behavior. Organizational citizenship behavior is ideal for any organization, because this is related to important organizational variables such as job satisfaction, productivity, and system maintenance organization. Results of studies show that leaders can develop a positive working environment with Organizational citizenship behavior; Managers to develop these behaviors, instead of resorting to force or coercion, the selection and recruitment process or they rely on socialization (Turnipseed, 1996).

By these definitions, expected of organizational citizenship is that, operating to serve the goals of the organization over their role requirements and beyond official duties. On the other hand, organizational citizenship behavior structure, wishes to identify, manage and evaluate the meta-behavior of employees who are working in organizations and by behavior of its citizenship (Bienstock et al, 2003).

Based on the above, it is deduced that those employees who have worked to help others beyond their job responsibilities and to follow the policies adopted by organization, helped to improve and enrich the public environment and leave a positive impact on the entire organization (Podsakoff et al, 2000).

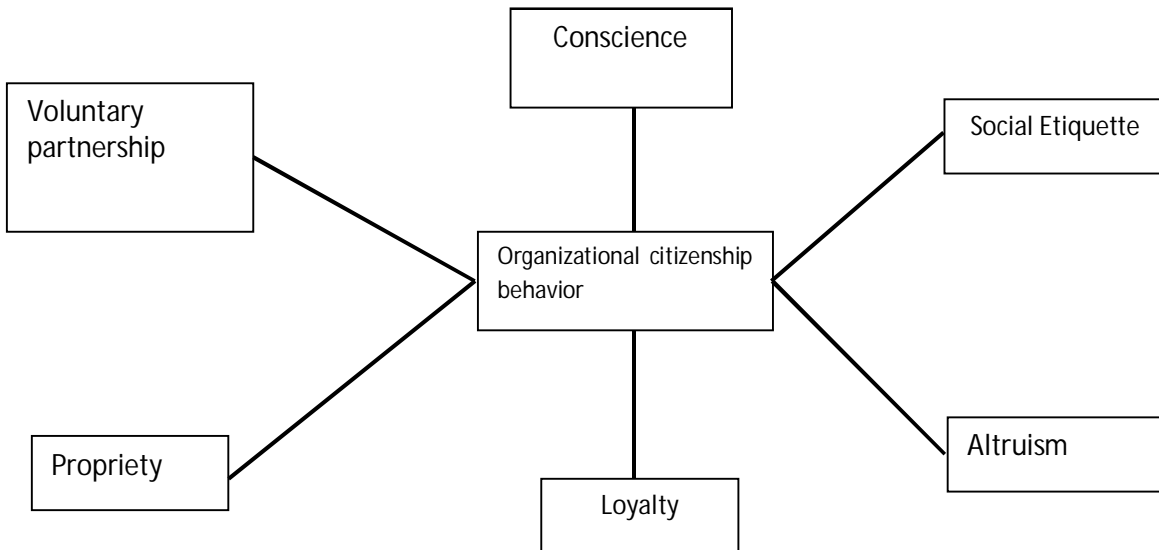**Variety of citizenship behavior in organization**

Graham (1991) believes that, citizenship in the organization is three types (Binstuk et al, 2003).

- – Organization Obedience: This word describes the behavior that its necessity and desirability is identified and is accepted reasonable structure of discipline. Behaviors such as respecting the organizational laws, complete perform of duties and responsibilities with regard to organizational resources; can be indexes of organizational obedience.
- – Organizational loyalty: This loyalty to organization is including loyalty to itself, other people, Organizational units and departments which indicates dedication the interests of employees in the organization and support and advocacy of organization.

   –   Organizational participation: This word will emerge by being involved in administration; for example, we can point out to attendance at meetings, share your ideas with others, awareness of current affairs.

Components and dimension of Citizenship behavior

Figure 1: the most important Components and dimension of Citizenship behavior

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                                Conscience


  Voluntary                                                    Social Etiquette
  partnership

                          Organizational citizenship
                          behavior


  Propriety                                                    Altruism


                                 Loyalty
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Key parameter of Organizational citizenship behavior (OCB)

OCB key parameters are as follows:

- Is a kind of behavior which over stride from what is defining by organization officially.
- It is a discretionary behavior.
- Behavior that is not directly rewarded and structure is not recognized by official organizations.
- It is a behavior that is very important to organizational performance and operational success [9-11]

OCB is discretionary behavior that helps to colleagues, supervisors, and the organization to help newcomers to the organization, not infringe to rights of others, unnecessarily of failure, considering assembly of organization elections and attempts to few impose it happens when working with others that helps organizations to manage uncertainty. The key OCB voluntarily is helping others in work-related problems.. Bormann and Moto Wilder in 1993 emphasized that OCB provides Organizational context, social psychology that acts as a specific catalyst for activities and work processes [12-14].

 Descriptive findings

1- Ranking the dimension of organizational citizenship behavior

      The results of the Ranking each of the dimensions of organizational citizenship behavior is presented in table (1). As is observed, these findings indicate that the different dimensions of organizational citizenship behavior were higher than the other organizational compliance initiatives of individual ratings. And the findings also showed that among different dimensions of OCB, dimension of supporting behavior were in the lowest rating.

Table 1: Ranking of organizational citizenship behavior

Coefficient of Variation	Standard deviation	Average	Dimension of OBC
25.2	.96	2.06	Organizational compliance
35.2	1.05	3.68	Organizational loyalty
33.6	1.05	2.86	Organizational Partnerships
26.3	.68	4.02	Individual initiatives
51.3	1.06	4.21	supporting behavior

The results of the Kruskal-Wallis test in the field of comparison of different levels of OCB respondents in different universities indicated that there is a significant difference at the level one percent (Table 2).

Table 2: Comparison of respondents at different levels of organizational citizenship behavior in different universities (Kruskal-Wallis test)

Variable mean rank		Significant level of Ki skovir	Kruskal-Wallis	
48.3	Azad University	0.008**	14.32	Location of service
52.3	University of Medical			
74.1	Sciences Payame Noor			
69.3	University			
	Applied – Science university National University			

Conclusions

As was observed according to the descriptive mean findings, two dimension of organizational and individual initiatives are higher that other dimension this indicates that the rule of law and Considering formal organizational rules and structure in the population being studied. But the dimension of supporting behavior was in the lowest rating. And features such as help to colleagues, optimistically view unavoidable and unexpected conditions was in the lowest level. Given the importance and necessity of the participation of employees in the organization and the inevitable role in the advancing organizational goals, we should look at this issue special and barriers in the field are removed. As well as, according to the Kruskal-Wallis test, levels of citizenship behavior among respondents showed significant differences in the various universities as Applied – Science University was at

the highest level of OCB with a 23/86 percent and Azad University was in the lowest level of OCB with 31/58 percent among their employees.

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