Comparison of the content and organizational structure on organizational citizenship behavior of staff in Higher Education

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Abstract

The purpose of this article is "The effect of organizational structure on organizational citizenship behavior content ". The population of employees of higher education institutions including the University of Ilam Islamic Azad University of Medical Sciences , Payam Noor University - National University of Applied . Using Cochran's formula, a sample of 259 patients was selected. A questionnaire was used to collect data. Collected data using SPSS version 18 and Pearson correlation test were used for statistical analysis. And the correlation is significant at the one percent level.

Keywords: organization structure, content dimension of organization, organizational citizenship behavior, Higher Education, Ilam province

Introduction

Today's society is an organizational society. The pillars of society today. In order to achieve the goals of the organization, the organization is a necessary step . Organizing is the process of creating an organizational structure. Organizational structure and organizational framework is the degree of complexity, formalization and centralization are discussed. The organizational structure of a stable framework that can be used to help users collaborate to deliver organizational objectives provides. Although many aspects of organizational variables such as organizational aspects of project planning[1]. However, these aspects can be divided into two groups , the structure and content is divided . After the content is representative of the whole organization and structural aspects such as technology, size, environment, corporate culture, goals and strategies .if it was less effective than reduced. In addition to the organizational structure that Impact on the effectiveness of the organization, the most important element of any organization is manpower that should be placed in this structure is also important. Appropriate structure has effectiveness with proper manpower and we can say that requirements a suitable structure is appropriate manpower for that organization as well and would not be sufficient and necessary regardless of the reason for the effectiveness of the organization. Nowadays, there will be special attention to the importance of employee behavior in organizations on organizational structures that in the new approach is referred to as organizational citizenship behavior. Results from several studies indicate that structural factors, leadership, personality, values and culture are among the factors that have influenced the development of organizational citizenship behavior. According to these findings, the structure is more organized, more organizational citizenship behavior. Given the importance of higher education and the need for more effective organization, considering organizational structure and organizational citizenship behavior is essential[2-3]. In the present organizational

structure dimensions is considered as independent variables and organizational citizenship behavior as the dependent variable. The purpose of this article, the effect of substantive variables (size, technology, environment, goals and organizational culture) on organizational citizenship behavior among universities of Ilam is Including Islamic Azad University, National (State), Payam Noor Medical and scientific – applied University. According to invention of the present subject and the results of its application in organizations and as well as due to the fact that such research has been done so far, the necessity of doing the present study was formed[4].

The research hypotheses

Table 1. The research hypotheses

Row	Hypothesis	The first variable and Scale		The second variable and Scale		H_0	H_1	The correlation coefficient
		Variable	Scale	Variable	Scale			
1	There is a relationship between size of an organization and organizational citizenship behavior.	Size of Organization	Distance	Organizational citizenship behavior	Distance	$r = 0$	$-1 \le r \le 1$	Pearson
2	There is a relationship between organizational culture and organizational citizenship behavior	Organizational Culture	Distance	Organizational citizenship behavior	Distance	$r = 0$	$-1 \le r \le 1$	Pearson
3	There is a relationship between technology, organization, and organizational citizenship behavior.	Technology	Distance	Organizational citizenship behavior	Distance	$r = 0$	$-1 \le r \le 1$	Pearson
4	There is a relationship between organizational environment and organizational citizenship behavior.	Environment of Organization	Distance	Organizational citizenship behavior	Distance	$r = 0$	$-1 \le r \le 1$	Pearson
5	There is a relationship between goals and strategies of the organization and Organizational citizenship behavior	goals and strategies of the organization	Distance	Organizational citizenship behavior	Distance	$r = 0$	$-1 \le r \le 1$	Pearson

Research Objectives

The research targets to answer the research questions, the general goals and objectives of the two parts can be expressed as follows:

- General purpose

Considering, the effect of the content dimension of the organizational structure on organizational citizenship behavior in Universities of Ilam province.

- Specific purposes

- The relationship between size of the organization and organizational citizenship behavior among employees of Ilam University;

- The relationship between organizational culture and organizational citizenship behavior among employees of Ilam University;

- The relationship between technology and organizational citizenship behavior among employees of Ilam University;

- The relationship between the environment of organization and organizational citizenship behavior among employees of Ilam University;

- evaluate the effect the substantive component of organization on organizational citizenship behavior of employees of Ilam University;

Dimensions of contents of organization

Given the importance of these aspects are discussed in detail.

Size of organization

The size of the organization as a variable that is included in the total number of employees of an organization.

Technology of the organization

Technology is a combination of two Greek words meaning techno that means skills and Logos that means making, conversation and word. Technology refers to the trick, the tricks and techniques. Constantly technology as a tool has formed part of human life; in the management literature, several definitions have been offered for technology; some of them are mentioned below:

Data conversion process and raw materials to manufactured goods

- Mechanisms are used to knowledge or processes to transform inputs into outputs, in order to enhance the capabilities of individuals, work groups and organizations;

- Pattern and The posture of process;

- Type of arrangement and operation Pattern

Environment of the organization

Environment is defined as a complex combination of powers that is affected the organization operation but the organization have less or no control on it. On the other hand, environment consists of a set of factors that affect the characteristics of the organization and also, all factors that can change the behavior of its properties.

goals and strategy of the organization

Goals are including desirable locations in the future that organization is the desire to achieve them. The strategy consists of the main company's comprehensive plan, which suggests how the company will achieve to mission and goals.

Organization Culture

The purpose of the organizational culture is a system of common deduced that members have towards one organization and this feature can cause the differentiation between the two organizations from each other. Chris Arjris, called the organizational culture as a live system and it reveals itself in the behavior of people practically and define the way that based on actually to think about and feel and realistic way that they behavior together.

Organizational Citizenship Behavior

Organizational Citizenship Behavior the first time was introduced to the world of science by Batman and Oregon in the early 1980s, the primary studies was carried out in the context of Organizational Citizenship Behavior, to identify the responsibilities and behaviors that employees were revealed, but it was often ignored. This behavior, however, the traditional assessments of job performance, as measured by partial or even were sometimes neglected, but they were effective in improving organizational effectiveness [5-7]. In one study, the actions that occur in the workplace, this is defined as "they are a set of voluntarily behaviors that are not part of the person's official duties, but nevertheless effective by improving their performance and organizational roles and responsibilities [8-11] For example, a worker may not need to work overtime or stay late. Despite this, to improve current affairs and facilitating action, they stay most of their official working hours in organization and help to others [12-15]. Organizational Citizenship Behavior shows voluntarily and related work activities and organized directly and implicitly through formal job descriptions and reward systems and finally enhancing the efficiency and effectiveness of the organization.

"Oregon" knows the citizenship behavior of employee as positive actions to improve the utilization and correlation and cohesion in working environment that is beyond organizational requirements (Hodson, 2002). Oregon believes that Organizational Citizenship Behavior is voluntary and individual behaviors that is not designed directly by the formal reward systems in organizations, but nevertheless effectively improve the efficiency and performance of the organization (Cohen & Cole, 2004). In general Citizenship behavior is a valuable and useful behavior that people are detected as optional and voluntary behavior.

Bolino & Turnley (2003), believe that citizenship behaviors are generally including two components: First, it is not directly be strengthened (For example, they do not need the technical aspects as part of their job); and the others are the result of special and extraordinary efforts that organizations are expected from employees to achieve success.

Types of organizational citizenship behavior in organization

Graham considers citizenship behavior in organizations on three types:

– Organization obedience: This term describes behaviors that they identified the need and desirability and are accepted in reasonable structure of discipline and order. Behaviors such as respect to organizational rules fully perform the duties and carry out the responsibilities of organizational resources can be indexes of organizational obedience.
– Organizational loyalty: Loyalty to the organization is including its fidelity, other people, organizational units and sectors that indicated the rate of employee dedication and organizational support and defend the interests of the organization.
– Organizational participation: These words, by being involved in administration, will emerge; for example, we can point out attending meetings, sharing his faith with others and awareness of current issues.

Method of research

Present study is a type of Scientific – Communication research that its purpose was the practical and has described the state of organizational structure and its impact on organizational citizenship behavior. And it deals with the investigation of the relationship between variables is a correlated research type. Society, sample, and sampling procedure: Statistical Society, employees of Ilam universities including the Azad University, Applied - Sciences, Medical Sciences, National (State) Universities and The number of participants is 905. The samples were obtained from 259 people the sampling was performed using Cochran formula.

Tools: Data collection was from the questionnaires that 5 components of the organizational obedience, organizational loyalty and organizational participation, individual initiative and helpful behaviors were examined. It should be noted that we are considering 4 items organizational obedience, 4 items of organizational loyalty, 3 items of collaboration, 3 items of organizational and 6 items individual initiatives and 3 items of helpful behavior.

Validity: To determine the validity of the tools were used formal validity, content and experts. So the form pages were given to professors and experts. After collecting comments, corrections were made and the final form pages were adjusted. Cronbach's alpha coefficient was used to determine reliability. To use Cronbach alpha Firstly, every variable (the questionnaire) should be given at least 30 people in the statistical population. And then Cronbach alpha levels were calculated separately in SPSS software for each of the research variables, and adjustments were made to the items. Acceptable level of Cronbach's alpha coefficient in several studies is over 0/7.

Methods of data analysis: For data analysis used statistical software SPSS 18 and statistical techniques of the analytical data such as correlation and regression.

Table 1: Cronbach's alpha reliability values for determining the different variables in the questionnaire.

Variable name	Number of items	Cronbach's alpha values
Organizational citizenship behavior	20	72.1
Organizational Culture	10	75.3
Organizational size	9	46.8
Organizational environment	9	73.8
Level of technology	8	71.3
Goals and Strategies	10	75.9

Analytic findings

The relationship between organizational citizenship behavior and variables based on the results of Pearson correlation analysis showed that there is a significant and positive relationship at the level of one percent between organizational citizenship behavior and organizational culture variables, size of the organization, organizational environment and organizational technology level and goals and strategies of the organization (Table 2).

Table 2: The relationship between organizational citizenship behavior and research variables

variable	type of The correlation coefficient	Value of r	Significance level
Organizational Culture	Pierson	٠/342**	٠/٠٠
The size of Organization	Pierson	٠/258**	٠/٠٠
Organization Environment	Pierson	٠/249**	٠/٠٠
Level of organizational Technology	Pierson	٠/166**	٠/٠٠
goals and strategies Organization	Pierson	٠/249**	٠/٠٠

Regression of factors influencing organizational citizenship behavior

Relationship between research variables and organizational citizenship behavior was studied by stepwise regression. Obtained results in Table 3 show that the first variable step "Organization environment" was entered into the equation. Multiple correlation coefficients (R) equal to 0/336 and the coefficient of determination equal to 0/190, in other words, 19% of the variability is explained by this variable. In the second step, "organization size" variable was entered the equation. The multiple correlation coefficients increased variable 0/602 and the ratio determination 0/252, in other words 2/6% of the variability is explained by these variables. In the third step, variable of "organizational culture" was entered into the equation. The multiple correlation coefficients increased variable 0/549 and the coefficient of determination as much as 0/301, thus, 9/4% of the variability is explained by these variables.

Table 3: Multiple regression to examine the relationship between organizational citizenship behavior and research variables

Variable step		The correlation coefficient	The coefficient of determination
1	Organization Environment	٠/336	٠/190
2	The size of Organization	٠/602	٠/252
3	Organizational Culture	٠/549	٠/301

Table 4: amount of impact of effective variables on organizational citizenship behavior

variable	Non- standardized coefficient B	Standardized coefficient Beta	T	sig
Constant coefficients: b0	35.63	-	5.1	.00
Organization Environment	٠/356	٠/358	2.4	.016
The size of Organization	٠/475	٠/701	3.2	.008

Organizational Culture	·/463	·/325	3.6	.013

Conclusion

The results of Pierson correlation analysis showed that there is a significant and positive relationship at the level of one percent between organizational citizenship behavior and organizational culture variables, size of the organization, organizational environment and organizational technology level and goals and strategies of the organization. The results of stepwise regression showed that firstly organizational environment, then the size of the organization and then organizational culture respectively, has the most influence on organizational citizenship behavior.

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