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## RESEARCH ARTICLE

### How is the relationship between organizational citizenship behavior and its components with labor productivity?

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#### Abstract

The main objective of this study is to investigate the impact of organizational citizenship behavior and its components on middle school teachers' productivity of Nikshahr County in 2014-15 academic year. This is an applied study as well as descriptive-correlational type in terms of the nature of the subject and objectives of the study. The statistical population consists of all middle school teachers of Nikshahr County that are 164 persons. To implement the study, 113 people were selected of the statistical population in a stratified random sampling. Organ and Kanoski's questionnaire of organizational citizenship behavior with the reliability of 0.75 and Hersey and Goldsmith's standard questionnaire with the reliability of 0.86 have been used to measure citizenship behavior and labor productivity, respectively. The information obtained in the study was analyzed at the level of inferential statistics (correlation coefficient and multivariable regression tests). The results showed that there is a positive and significant relationship between organizational citizenship behaviors of teachers with their productivity. There is a significant and positive relationship between components of citizenship behaviors (except sportsmanship) and labor productivity. Among the components of citizenship behavior, component of courtesy has a multiple correlation with productivity component. Therefore, courtesy predicts the increase of labor productivity among teachers.

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## INTRODUCTION

Education can be regarded as one of the fundamental pillars of society because sustainability of survival and development of any society depends on the quality of its education. Also the success and failure of education programs is dependent on executive factors including its employees (Shojaeifar, 2001). The current world is increasingly industrialized; this makes more necessity of innovation, flexibility, productivity, and accountability for the survival and success of organizations. Thus, new standards should be developed for organizations to meet global challenges and provide employees with a proper basis to be able having the most appropriate skills; hence psychologists emphasize employees to act beyond their official duties (As'adi et al, 2011). One of the skills that can help employees in this way is organizational citizenship behavior, this category refers to individual behavior derived from people insight, and in addition they increase the efficiency and effectiveness of the organization's performance, they are not directly and explicitly encouraged through the formal reward system (Burns & Carpenter, 2008). The concept of organizational citizenship behavior was first introduced by Organ & Batman (1983), and it is a kind of behavior beyond the institutional rules that, although employees are doing it, but it's not identified and encouraged

by the official structure of organization, and eventually it's a behavior which has a great impact on organizational performance (Castro, 2004). Organizational citizenship behavior, as a new model for the behavior of employees in organization, today is used as a new modern approach of human resource in many organizations (Erturk, 2006). Citizenship behavior includes cooperating with one's own colleagues, enhancing and creating an aggressive team impression. In this concept, employees know organizational benefits as a kind of value and they will avoid all actions and decisions that reduce organizational resources (Tai et al, 2012). An example of organizational citizenship behavior of teachers in schools is to voluntary help students, colleagues, and others even after working hours on their own time. The volunteer teachers focus on offering innovative suggestions and agree to perform professional activities; they use their abilities and efforts on behalf of the school without expecting rewards (Dipaola & Costa Neves, 2009). Oregon (1988) has divided organizational citizenship behavior into five dimensions of altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Velayudhan & Gayatri Devi, 2010). Altruism involves voluntary helping others or avoiding work problems (Podsakoff et al, 2000). Conscientiousness: This means that the employees play more roles than the minimum expected from them. Sportsmanship: This refers to the situations in which people do not complain but have positive attitudes. Courtesy: This refers to the pleasant behaviors exhibited by the employees toward others. Civic Virtues: This refers to the suggestions the employees-in-charge put forward and are employed to the organizational survival policies (Nadiri & Tanova, 2010). In the context of globalization and economic integration, the aim of economic policies of any country is to strengthen national competitiveness. To remain competitive in global markets, countries have to seek new alternative factors for economic development stimulus. Productivity among the factors reflects the level of competition. Productivity is an important value for discussion on the economic situation and national power (Souma et al, 2009). Labor productivity is a key factor in any country and is related to the fact that labor productivity depends on availability and quality of resources power and applied techniques. Labor productivity has a large impact on the process of production of capital which, in turn, affects the countries competition in global markets (Emsina, 2014). Productivity is a middle key concept that has the potential to influence all the elements (Ulubeyli et al, 2014). Productivity is of the factors that ensure organizations' survival and sustainability in the current competitive world, the ruler of the culture of productivity leads to more efficient use of all material and spiritual resources of organization which can flourish abilities, talents and potential possibilities of the organization (Soltani, 2007). Increase productivity depends on the intelligent and conscious work and not harder work and more use of the production factors (Mehrabian et al., 1390). Gomez, et al (2006), Bagley (2010), Frankel & Kendrick (2008) also argue that a country's ability to improve the standard life depends on its ability to quickly grow labor productivity and efficiency, while there are several input resources in a transformational process in which labor productivity plays a special role. Deeper understanding of the factors affecting labor productivity can enable managers to allocate limited resources in order to provide employees with more support or to increase employees' motivation (Marešová et al, 2011). Therefore, in this study we aim to, identifying citizenship behavior and strengthening them, increase productivity of teachers through which we can increase the education productivity as well.

## Research Method

This is an applied research, and due to the nature of the subject and objectives the study research is descriptive correlational. The study population is all teachers (men and women) in academic year 2014-2015 as 164. The sample size is 113 by Morgan Table and relative stratified sampling method is used. A standard questionnaire by Organ and Kanoski's (1996) questionnaire of organizational citizenship behavior, and Hersey and Goldsmith's (1980) standard questionnaire have been used to measure citizenship behavior and labor productivity, respectively. To assess the validity of organizational citizenship behavior and labor productivity of the questionnaires were provided to university professors to comment on the appropriateness of the items and components with the scales. Citizenship behavior questionnaire consists of 15 questions that measures citizenship behavior in components of altruism, conscientiousness, sportsmanship, civic virtue and courtesy in which a 5-point Likert scale has been used. And the questionnaire of employee productivity includes 27 questions in which a 5-point Likert scale has been used.

## Findings

Of 113 collected questionnaires, the descriptive data are as: Of total respondents there are 60 men (53.1%) and 53 (49.6%) women. Of total respondents, there are 13 (11.5%) associate, 80 people (70.8%) BA and 20 people (17.7%) MA.

**Table 1: Mean and standard deviation of organizational citizenship behavior and labor productivity**

Variable	Mean	SD	N
organizational citizenship behavior	49.23	7.68	113
labor productivity	71.95	15.18	113

**Table 2: Mean and standard deviation of organizational citizenship behavior components**

NO	organizational citizenship behavior components	Mean	SD	N
1	Altruism	10.47	2.64	113
2	Conscientiousness	12.91	1.70	113
3	Sportsmanship	10.12	2.92	113
4	Civic virtue	9.46	2.32	113
5	Courtesy	5.75	2.16	113

**First hypothesis:** there is a significant relationship between organizational citizenship behaviors of teachers with their productivity.

**Table 3: Correlation between citizenship behavior and labor productivity**

variable	Correlation coefficient	Sig
citizenship behavior and labor productivity	0.503	0.000

As it can be seen in Table 3, the correlation coefficient of citizenship behavior with labor productivity is 0.503 and the obtained significance level of organizational spirituality with labor productivity is 0.00 which is less than 0.05 percent, so it's not significant and the null hypothesis is rejected and the main hypothesis is accepted, i.e. there is significant relationship between organizational citizenship behavior of teachers with labor productivity. The correlation obtained is positive; it means that with an increase in citizenship behavior of teachers, their productivity will increase.

**Second hypothesis:** there is a significant relationship between organizational citizenship behaviors components of teachers with their productivity

**Table 3: Correlation between organizational citizenship behavior components of teachers and their productivity**

NO	Table of correlation	Productivity	Altruism	Conscientiousness	Sportsmanship	Civic virtue	Courtesy	Sig
1	Productivity	1						-
2	Altruism	0.476	1					0.000
3	Conscientiousness	0.298	0.391	1				0.001
4	Sportsmanship	0.021	0.027	0.371	1			0.411
5	Civic virtue	0.312	0.358	0.226	0.148	1		0.000
6	Courtesy	0.603	0.614	0.391	0.058	0.395	1	0.000

As it can be seen in Table 4, the correlation coefficient of productivity with altruism is 0.476 indicating a positive relationship and correlation and the low level, with component of conscientiousness is 0.298 indicating a positive relationship and correlation and the low level, with component of sportsmanship is 0.021 indicating a positive relationship and correlation and the very low level, with component of civic virtue is 0.312 indicating a positive relationship and correlation and the low level, with component of courtesy is 0.603 indicating a positive relationship and correlation and the high level, also the significance level obtained of labor productivity with all components of organizational citizenship behavior (except sportsmanship that is significant with a value of 0.411) is 0.000 which is less than 0.05 percent, so it's not significant and the null hypothesis is rejected and the main hypothesis is accepted, i.e. there is significant relationship between all components of organizational citizenship behavior with labor productivity (except sportsmanship). The correlation obtained is positive; it means that with an increase in 4 components of organizational citizenship behavior of teachers, their productivity will increase.

**Third hypothesis:** a combination of components of organizational citizenship behavior predicts productivity of teachers.

**Table 5: Summary of the results of stepwise regression analysis to predict productivity**

Statistical indicators	The multiple correlation coefficient	The square of correlation coefficient	The adjusted correlation coefficient	The estimated standard error
Components of stepwise analysis				
Courtesy	0.603	0.364	0.358	12.16

Given that the correlation coefficients of other components of organizational citizenship behavior are lower than average, they have been removed from the regression model. As it can be seen in the table, in the stepwise regression analysis, the component of courtesy only has a multiple correlation with labor productivity (0.603) and there was no multiple correlations observed between the other components.

**Table 6: Analysis of variance for the significant regression**

Model	Sum of squares	DF	Mean of squares	F	sig
Regression	9390.85	2	93.90.85	63.47	0.000
Remaining	16421.92	110	147.94		
Total	25812.77	112	-		

According to the results of Table 6, the value of F obtained (63.47) that is significant at the error level smaller than 0.01 indicates that it has high in independent variables explanatory power and is able explaining the change and variance of dependent variable well. In other words, the regression model of study is a good model which may help us to explain the variance dependent variable of productivity based on the component of courtesy.

**Table 7: standard and non-standard regression coefficients to predict labor productivity**

Statistical indicators	Non-standard coefficients		Standard beta coefficients	T	sig
Components	Beta	Standard error			
Constant value	47.67	3.25	-	14.64	0.000
Courtesy	4.22	0.503	0.603	7.96	0.000

As it is shown in Table 7, in the stepwise regression analysis, the component of courtesy has been entered into the regression equation to predict labor productivity. As it can be seen in Table 7, the component of courtesy with beta coefficient of 4.22 and  $P < 0.000$  has a positive and significant relationship. These results indicate that the increase of courtesy predicts increased productivity of teachers.

## Discussion and Conclusion

After data analysis the results showed that there is a positive and significant relationship between organizational citizenship behaviors of teachers with their productivity. There is a positive and significant relationship between all components of organizational citizenship behavior with labor productivity (except sportsmanship), and finally in the last hypothesis, the results showed that among the components of citizenship behavior, only the component of courtesy can predict teachers' productivity. The results of this study were aligned with the results of research conducted by Tai et al (2012), Rajabzadeh Ghatari et al. (2013), Mayel Afshar et al (2013) and Vaezi et al (2012). Vaezi et al in their research entitled as "Employees' attitude towards organizational citizenship behavior and its relationship to employee productivity in hospitals of Tehran Medical Sciences Universities" showed there is a significant relationship between organizational citizenship behavior and employee productivity. Also Mayel Afshar et al (2013) in their study titles as "The relationship between organizational citizenship behavior and labor productivity from the perspective of employees in teaching hospitals of Tehran" found that from the perspective of employees in the hospitals under study there is a significant relationship between organizational citizenship behavior

and employee productivity. Rajabzadeh Ghatari et al (2013) in a research entitles as "The relationship between organizational citizenship behavior (components of organizational loyalty, organizational obedience, and personal development) and labor productivity among employees in the selected hospitals of Tehran Medical Sciences and Shahid Beheshti Universities" found that in personnel's opinion, there is a significant relationship between organizational citizenship behavior and their productivity in the hospitals they are working. This means that in these hospitals, the organizational citizenship behavior has influenced employee productivity. Also Tai et al (2012) found that organizational citizenship behavior affects the performance of organization. Field studies show that organizational citizenship behavior increases the effectiveness of schools, since it releases resources for accessing to the productive purposes, helps to coordinate the activities of organization and enables teachers to cope with environmental changes (Somech & Ron, 2007). Given that the results indicate a positive and significant relationship between citizenship behavior and labor productivity, it is proposed to schools principals to lay the grounds for displaying citizenship behavior to school teachers in order to provide greater productivity and effectiveness.

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