Original Article

An Investigating of Relationship between Organizational Citizenship Behaviors and Management Style; (Case study: The Elementary School Principals of Gorgan city)

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ABSTRACT

Purpose of this study is to investigate the relationship between organizational citizenship behavior and management style of the elementary school principals in Gorgan. The research type is cross correlation. Population of the present research includes all the primary school principals. One hundred twenty three principals were randomly chosen as the participants applying Morgan chart. Measurement tool reliability of the research was gained by the supervisor. The results indicated that there is a positive and significant correlation between magnanimity and management style and loyalty and civic virtue and imperative management style. In addition, regression results showed that magnanimity determines 4.9 percent of democratic management style and loyalty determines 12.4 percent of imperative management style.

Keywords: Organizational Citizenship Behavior, Management Style, Elementary School Principals.

Introduction

The concept of Organizational Citizenship Behavior (OCB) has been widely studied during last 20 years and its importance is growing. In fact, citizenship behavior of employees overcome their role requirement and is beneficial for the organization. It is also defined as an inevitable necessity for efficient performance of the organization (Hassani Kakhaki & Gholipour, 2007). This definition was first introduced by Batman and Organ early in 1980s. Organ believes

that organizational citizenship behavior is a personal and voluntary behavior which is not directly designed by formal reward systems but causes enhancing efficiency and effectiveness of the organization. In fact three main characteristics of citizenship behavior include: first of all the behavior must be voluntary. It means that it shouldn't be pre-defined and it should not be a part of an individual formal task. Second, the behavior has organizational advantages. Third, the organizational

citizenship behavior has a multidimensional entity (Moghimi, 2005). According to this definition it is expected that a man as a citizen should perform more than their role and function in an organization. In other words, organizational citizenship behavior's structure is looking for identification, governance and evaluation of employees' metafunction behaviors in the organization and its effect on improving organizational efficiency (Tango & Ebru, 2000). Organizations cannot develop their efficiency without voluntary tendency of its employees. In addition to necessity of this behavior in today's modern world, voluntary participation in efficient administration of strategic decisions (Eslami & Sayar, 2007). Organizations, especially the ones in developing countries which need a jump for enhancing efficiency, must prepare the setting for their employees and managers to gain experience, ability and capacity for advancing organizational objective. This would not be possible unless the factors of developing organizational citizenship behavior are identified and necessary settings for implementing this kind of behaviors are prepared. In fact, organizational citizenship behavior includes voluntary behaviors of the staffs which are not a part of their formal functions and are directly considered by formal reward system of the organization but increase the efficiency of the organization (Zarei et al., 2010). The effect of the organizational citizenship behavior on job satisfaction should not be ignored, as there is a direct relation between job satisfaction and their performance. In other words, people who are more satisfied will perform better. Generally, job satisfaction improves individual efficiency and commitment toward the organization. It also improves staffs' physical and mental

health, increases their morale and makes the staffs learn the new job skills. Organizational citizenship behavior creates a sense of trust between the managers and the staffs and plays a key role, since management is a mental and physical process in which the manager or leader works by controlling formal and informal functions of the organization. In fact, fate of an organization is determined by its leadership quality (Raminmehr and Tabarsa, 2010).

Research Purpose

General objective:

Recognizing organizational citizenship behavior relationship and job satisfaction of elementary school principals of Gorgan

Specific objectives:

Recognizing the relationship between altruism and democratic and imperative management style.

Research Background

In a study about the relationship between job and organizational factors and organizational citizenship behavior by faculty members it was concluded that organizational atmosphere had the most significant influence on organizational citizenship behavior following job satisfaction and burnout (Jamali et al., 2009). In a research about investigating organizational justice and organizational health effect on organizational citizenship behavior, it is concluded that there is a positive relationship between organizational justice and organizational citizenship behavior. Accordingly, more positive image of organizational justice in staffs' mind results in more organizational citizenship behavior. There is also a positive relationship between organizational justice and citizenship behavior through organizational health

personality. It means that the organization with healthy personality create a positive image of the organization in their staffs' minds (zekiani, 2008).

In a research about the effects of supervision factors on job satisfaction of the auditors and also their intention for continuing their cooperation. The results of the study shows that three main dimensions of the supervision factors include:

Supervisors' proper relationship with the auditors

Preparing proper job condition

True job division has a positive relationship with auditors' job satisfaction and their intention for continuing cooperation with auditing institutions. Also, the auditors of private institutions have higher rate of satisfaction with these three factors and so they have higher rate of job satisfaction (Davanipour, 2007).

In fact, Runhaar et al. in their study "Teachers organizational citizenship behavior : considering job commitment roles, independence and member- leader interaction" , concluded that teachers organizational citizenship behavior had been at a proper level and job commitment, independence and member-leader interaction had a meaningful and positive relationship with organizational citizenship behavior.

In a research by Aksel et al. called "investigating teachers' understanding of organizational citizenship behavior and mental empowerment", it is concluded that mental empowerment determines 32.5 percent of teachers' organizational citizenship behavior changes.

Zhang and Chen, in their study called "leadership development and organizational citizenship behavior: intermediacy of autonomy, supervision and organizational identity" concluded that 469 of the supervisors had a fair

organizational citizenship behavior response. In addition, organizational identity had a positive and meaningful relationship with organizational citizenship behavior.

Jang and George (2012) had a research titled as the effect of understanding organizational support and mental empowerment on job performance, in which organizational citizenship behavior had been considered as an intermediary factor. This study investigated the way that hotel staffs understand organizational support, mental empowerment, organizational citizenship behavior and organizational performance. It also dealt with the causative relationship among these variables. In sum, 513 hotel staffs participated in this study. The results showed that understanding organizational support and mental empowerment and organizational citizenship behavior had a positive effect on job performance. Organizational citizenship performance acts as an intermediary variable between organizational understanding and job performance and also mental empowerment and job performance.

Zeinabadi and Salehi (2011) studied the procedural justice, trust, job satisfaction and organizational commitments in teachers' organizational citizenship behavior. Data of the research had been collected through a questionnaire. The most important finding of the research was that procedural justice helped to promote organizational citizenship behavior in two ways; first, through influencing teachers' trust and second influencing organizational citizenship behavior through job satisfaction and organizational commitment.

Mackenzie (2011) in a study about the relationship between trust dimension and organizational citizenship behavior

concluded that trust is the best indicator of organizational citizenship behavior.

Nadeiri and Tavona (2010) investigated justice effect on tendency to change the position, job satisfaction and organizational citizenship behavior in hospitality industry. In this research, 208 staffs and managers completed the questionnaire. The findings showed that objectivity about personal results might have more effect on tendency to change the position, job satisfaction and organizational citizenship behavior provided that companies' tendencies are fair and justly. In addition findings showed that although job satisfaction improvement might be related to organizational citizenship behavior but organizational justice is a key factor with a stronger effect on citizenship behavior and job satisfaction.

Judge et al. (2010) have studied the relationship between payment and job satisfaction. The results of correlation met analysis between payment level and job satisfaction should a slight relationship between payment level and job satisfaction.

Zeinabadi (2010) in their research "job satisfaction and organizational commitments as prerequisites of teachers' organizational behavior "gathered the data using questionnaires. The results showed that job satisfaction is a dominant variable which affects citizenship behavior directly and through commitment intermediary.

Han et al. (2009) had a comparative study about empowerment, job satisfaction and organizational commitment among part-time and full-time nurses. The sample included 416 nurses in 19 hospitals. The findings showed that, generally, full-time nurses had higher job satisfaction level, organizational commitment and ability compared to part-time nurses.

Harris and colleagues (2009) studied direct and interactive effects of empowerment and interactive leadership on job satisfaction. This study investigates the mediatory effects of empowerment on the relationship between leadership quality and leader-member interaction and its consequences such as job satisfaction and tendency to move. The results provide evidences supporting mediatory effect of empowerment between leader-member and job consequences.

Bugler and Somech (2004) investigated teachers' empowerment effect on organizational, professional and organizational citizenship commitment at schools. The results showed that teachers understanding of their own capabilities are significantly related to organizational and professional commitment.

Professional development and self-effectiveness are predictors of organizational and professional commitments. However, decision making and self-effectiveness is a significant indicator of citizenship behavior.

Research Methodology

This research investigates systematic, objective and exact distribution of social characteristics. So it is a descriptive research and tries to examine the degree of relationship between dependent and independent variables of the study. In addition this research follows practical objectives since its results would be helpful for decision-makers and planners in the field of management and planning. Elementary school principals of Gorgan have been chosen as the participants of the study. Total number of 180 principals took part in the study. Simple random sampling, Kerjesi and Morgan Chart were used to select 123 principals. Necessary data was collected through Padsacf et al.'s

questionnaire for organizational citizenship behavior and Visoki's and Chrome's job satisfaction. Organizational citizenship behavior's questionnaire included 20 questions using Likert scale ("strongly agree" to "strongly disagree"). Organizational citizenship behavior questionnaire included friendship dimension (questions 1,2,3,4,) , politeness dimension (5,6, 7, 8), magnanimity (questions 10, 12, 14, 18), loyalty (questions 9,13,15,16) and civic virtue (11, 17, 19, 20). Leadership style questionnaire of Salzmann and Andercolk red was designed. The aim was self-evaluation related to loyalty and relationships. It has 35 descriptive statements. It is answered by managers and administrators and illustrated the profile related to leadership style in three ranges of democratic, integrative and authoritative leadership. The above questionnaire was based on a 5-point Likert scale from "never, rarely, sometimes, most of the time, always".

Research Findings

Personal characteristics of respondent principals according to the data, 45/5 percent and 25/2 percent of the respondents were male and female, respectively. They were 32-38 years of age. 51/2 percent of them were 39-45 and 23/6 percent of them were 46-52 years old. According to the results 7/3 percent of them had college degree, 61/8 percent bachelor degree and 30/9 percent had master degree. In addition 18/7 percent of them had 5-12 year work experience, 43/1 percent 13-20 year and 38/2 of them had 21-29 year experience.

Table 1. Distribution of principals based on personal characteristics

Variables	abundance	percent	Central indices and Distribution
gender			Index= female
male	45/5	56	
female	54/5	67	
Age (year)			
32-38	25/2	31	
39-45	51/2	63	Average=41/8
46-52	23/6	29	SD= 4/9
Educational Level			
College	7/3	9	Index = Bachelor
Bachelor	61/8	76	
Master	30/9	38	
Major			
Medicine	13/8	17	Index= engineering
Engineering	24/4	30	
Science	16/3	20	
Human Science	19/5	24	
Art	13/8	17	
Agriculture and Environmental Resource	12/2	15	
Work Experience			
5-12	18/7	23	Average= 17/9
13-20	43/1	53	Standard Deviation=6/2
21-29	38/2	47	

Organizational Citizenship behavior dimensions

Altruism

According to the data 0/8 percent of the respondents had bad altruism, 39 percent had average and 60/2 percent of them had good and very good altruism.

Politeness

According to the data, 20/3 percent of the respondents had average, 79/7 of them had good and very good politeness.

Magnanimity: according to the data, 1/8 percent of the participants had bad magnanimity, 69/9 percent average and 22 percent had good magnanimity. The table below shows the magnanimity distribution of the respondents.

Royalty

According to the data, 25/2 percent of the respondents had average royalty, 74/8 percent good and very good royalty.

Civic virtue: according to the data, 2/4 percent of the respondents had bad civic virtue, 27/2 had good and 69/9 had very good civic virtue. The table below shows the civic virtue distribution.

Table 2. Distribution based on authoritative management style

Variables	abundance	percent	Central indices and Distribution
Type of friendship			Mean= good
Bad	1	0/8	Mode= good
average	48	39	
Good	67	54/5	
Very good	7	5/7	
Politeness			
average	25	20/3	
Good	72	58/6	Mean= good
Very good	26	21/1	Mean= good
Magnanimity			
Bad	10	8/1	
average	86	69/9	**Mean= Average**
Good	27	22	Mode= Average
Royalty			
average	31	25/2	Mean= good
Good	70	56/9	Mode= good
Very good	22	17/9	
Civic virtue		0/8	
Bad	3	39	
average	34	54/5	Mean= good
Good	68	5/7	Mode= good
Very good	18		

Table 3. Dbundance distribution based on authoritative management style

Variables	abundance	Valid percent	Cumulative Percent
low	81	65/9	65/9
average	39	31/7	97/6
high	3	2/4	100
Total	123	100	-

Mean= low   Mode= low

Authoritative management style

According to the data, 61 percent of the respondents had low authoritative management style and 39 percent had average authoritative management style.

Table 4. Abundance distribution based on authoritative management style

Variables	abundance	Valid percent	Cumulative Percent
low	75	61	61
average	48	39	100
high	0	0	100
Total	123	100	-

Mean= low   Mode= low

Relationship between organizational citizenship behavior with democratic and authoritative management style

Table 5 shows significant amount, strength, relationship direction and meaningful level between organizational citizenship behavior and democratic management style. Based on the results, magnanimity with democratic management style had a 95 percent significantly positive and meaningful relationship.

Table 6 shows the level, strength, relationship direction and meaningful level between organizational citizenship behavior level and management style. Based on the results, royalty and civic virtue had a 99 percent significant and positive relationship.

Table 5. Determining the relationship between organizational citizenship behavior with democratic and authoritative management style

Variables	Correlation Coefficient	Level of significance
Altruism	0/079	0/386
politeness	0/030	0/740
magnanimity	*0/222	0/013
Royalty	0/127	0/162
Civic virtue	0/012	0/895

**p<0.01   *p<0.05

Table 6. Determining the relationship

Variables	Correlation Coefficient	Level of significance
Altruism	0/035	0/702
Politeness	0/015	0/871
magnanimity	0/008	0/930
Royalty	**0/353	0/000
Civic virtue	**0/268	0/003

**p<0.01   *p<0.05

In order to determine organizational citizenship behavior dimension and its effect on democratic management style, step-by-step regression was applied. As can be seen in table 7, magnanimity has been entered to the interaction. It means that magnanimity is based on democratic management style and this variable determines 4.9 percent of democratic management style changes.

Based on β in table 8, regression equation can be written as:

$Y = 0.22X1$

X1= Magnanimity

In addition, step wise regression was applied in order to investigate the relationship between organizational citizenship behaviors. As can be seen from table 9, royalty has been only entered in one step. It means that royalty affected authoritative management style. This variable has determined 12.4 percent of authoritative management style.

Table 7. Regression analysis of Democratic management style

sig	F	Adjusted R Square	R Square	R	steps
0/013	6/29	0/042	[a]0/049	0/222	1

Table 8. Standard and non-standard coefficients of Democratic Management Style

Sig	t	Beta	B	variable
0/013	2/51	0/22	0/25	**magnanimity**
0/162	1/41	-	1/87	**constant**

Table 9. Regression analysis of authoritative management style

sig	F	Adjusted R Square	R Square	R	steps
0/000	17/20	0/117	[a]0/124	0/353	1

Table 10. Standard and non-standard coefficient of authoritative management style. Dependent variable: Authoritative management style

Sig	t	Beta	B	variable
0/000	4/15	0/35	0/43	**Royalty**
0/864	0/172	-	0/28	**constant**

Dependent Variable: Authoritative Management Style

Conclusion

According to the results, magnanimity has a 95 percent positive and meaningful relationship with democratic management style. Management style of the participants has been mostly cooperative. In fact, the strength of the relationship has been average. The above mentioned results conform to Harris et al. (2009), Stephen (2008), Bugler and Somech (2004), Runhaar et al. (2013) and Zhang and Chen (2013) results.

In addition, royalty and civic virtue has a 99 percent positive and meaningful relationship. It means that principals with higher royalty and civic virtue had authoritative management style. In fact, strength of these relationships has been at an average level. The above mentioned results

conform to the results gained by Harris et al. (2009), Stephen (2008), Bugler and Somech (2004), Runhaar et al. (2013), Zhang and Chen (2013).

Based on Regression results, magnanimity has entered the regression in one step. It means that magnanimity affected democratic management style and it only serves 4.9 percent of management style changes. The above mentioned results conform to the results gained by Harris et al. (2009), Stephen (2008), Bugler and Somech (2004), Runhaar et al. (2013), Zhang and Chen (2013). In addition it is determined that royalty has entered the regression in one step. The above mentioned results conform to the results gained by Harris et al. (2009), Stephen (2008), Bugler and Somech (2004), Runhaar et al. (2013), Zhang and Chen (2013).

It is suggested to increase magnanimity components in order to make cooperative management style more efficient.

It is suggested to increase royalty and civic virtue components in order to make authoritative management style more efficient.

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