

THE INVESTIGATION OF THE RELATION BETWEEN MANAGERS' ORGANIZATIONAL COMMITMENT AND TEACHERS' ORGANIZATIONAL CITIZENSHIP BEHAVIORS IN FEMALE GOVERNMENTAL HIGH SCHOOLS OF THE TWO AREAS OF KERMAN CITY

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Abstract

The goal of the present study was the investigation of the relation between managers' organizational commitment and teachers' organizational citizenship behaviors in female governmental high schools of the two areas of Kerman city in 91 -92 education years. The design of the method was descriptive – correlation. The sample of the participants was 99 individuals from managers, and 244 individuals from teacher's population. In order to sample, the kokeral's formula was used. The sampling was done by simple randomly selecting and classifying. The instruments of the study is anonymous questionnaire , and for measuring the managers' organizational , the Mir and Allen 's questionnaire has been used that is included 24 questions , and for measuring the dimensions of the teachers' organizational citizenship behaviors , the Nicolas questionnaire was used that includes 12 questions. For analyzing the information, SPSS software and Spearman's correlation coefficient, and in order to describe the statistic data, statistic indicators were used. In this study, it is identified that there is no meaningful relationship between the managers' organizational commitment (emotional, continuous, and manner), and dimensions of teachers' organizational citizenship behaviors (helping others, generosity, virtue) in two areas of female high schools.

Keywords: Organizational commitment, organizational citizenship behaviors, emotional/affective commitment, manner commitment, helping others, generosity, virtue

Introduction

Each organization is formed / included of collection of some factors/ elements that the most important is human force. In fact, the efficiency and progression of each organization depends on a lot using/applying correctly the human force , according to the researches that have been done , the employees' behaviors in organization can be affected by their thoughts /beliefs, so knowing about them is essential for organizations managers (Esmaeili,2001).

From time of Katez (1964), to the present time, two cases of behaviors and employees' thoughts that are essential for the organization success have been identified:

1. People should have motivation for entering and staying in organization.
2. People should do works /things in organization that is essential to reaching the goals of organization but it is based on the pre- determined duties.

The first case is recognized as organizational commitment, and the second one, as organizational citizenship behaviors (dependence) enters to the organizational behavior of management literature (Daglas, 1997).

The organizational commitment is the tendency or inclined sight to the organization that join the individuals' identity to organization (Pourter et al., 1982).

The organizational commitment is a marked term which shows the individuals' interest to successfulness, the efficiency, and organization. In this regard, researchers such as Moodi, Pourter, and Estirez, went farther up and said and declared that: the community benefits from the employees' organizational commitment through the less job stimulation and more national exploitation (Young, 1999).

A person feels positive or negative about the whole of the organization. Such thought /opinion usually is called organizational commitment, and this reflects that: how much one person is identified with his/her organization, and belongs to it (Barven, and Grinberg, 1990). Commitment has different dimensions which are progressed during done researches. The first investigation of commitment had two dimensions of behavioral and attitudinal then the other two dimensions were added to it: continuous commitment and affective commitment. This view from commitment is called multi-lateral. (Ahmad pour, 1379). Based on the three components model of organizational commitment, organizational commitment is included three components:

Continuous commitment: the organization commitment for the reason of understanding/informed from organizations leaving expenses. Employees stay at organization, in order to result from the benefit-expense analyzing. How long more the employees stay at organization, the separating from it become more difficult and harder.

Affective commitment: affective commitment means that: internal belongs and individuals' feelings to organization. In this manner the employee stay at this organization because of feeling positive to organization in the internal mission, values, and its objectives, and positive thoughts/opinions.

Manner/norm commitment: manner commitment means that: an individual stay at organization because of norms pressure , and behaviors in organization , and don't leave the organization at all because he/she doesn't know , after leaving the organization what the employer and other colleagues think about him and judge.

The concept of citizenship behavior for the first time was explored/ proposed by persons such as: Barnard Chaster (1998), Katz (1964), and Kahen (1978), Betman and Organ(1983), Smith and others(1983) and after that in a general and more completed method , it was proposed by Organ (1988) in organizational behavior literature.

The organizational citizenship behaviors , has been existed in a simple form the time of organization creation , but the bigger and more expanded researches regarding it has been started from 1983 (Lack, 2005).

The organizational citizenship behavior has been seen as a suitable position, because such behavior like this increase the existed and accessible sources in one side and in other side , decrease the needs for official /formal control ,and expenses mechanisms (Organ, 2006; Bikton et al., 2007).

Vigoda et al., (2007) know the organizational citizenship behavior as informal helps that an employee as a person can consciously do them without attention to the sanctions and forbidding /embargoes, , and formal rewards, or prevent or leave to do it and accomplish. Organ (2006) believes that the organizational citizenship behavior is an individualism and

voluntarily behavior which is not designed directly by the reward formal systems in organization, but it improves the efficiency and performance in organization.

Many researches have been done in order to understand the reasons of the behaviors resources, and many different results have been proposed for it such as: the employees when show such behaviors, they feel satisfaction, maybe this leads to their boosting up the self-confidence, or maybe they don't like to feel that they are effective and useful people in organization, and affect on the organization's events/processes. Also when they are encouraged by the other colleagues, they will be happy, and this affair causes to happen such behavior or maybe, for the reason of that they like to be love by the others (Organ, 2006).

Based on the researchers' studies got results practicality and theoretically from citizenship behavior that the citizenship behaviors origin from the job positive opinion, and duty characteristics, and leadership behaviors. Therefore; the previous studies show that probably when the persons are satisfied with their jobs , and when they take responsibility that are satisfied itself, or when have supporting and inspiring leaders, then they work more than their job official needs.(Blino,2002).

In addition, in more attention to the organizational citizenship behavior subject, there is no complete opinion generalized about the dimensions of this concept. Like many other organizational behavior components /construction, the citizenship behavior is made of multi-lateral/dimensions. The primary researches in the organizational citizenship behavior regard, friendship/altruism and general following from organization are divided as two kinds of behaviors which have benefits for the organization.

For example, Smith et al., proposed two factors of altruism and conscientiousness (Vigola, 2006).

The model of three factors from citizenship behavior is appeared in Borman et al.,(2001) and Borman and coleman (2000).

In this model the citizenship behavior is included from three dimensions interpersonal citizenship performance, organizational citizenship performance, and job citizenship performance (Bikton and colleagues, 2007).

Poudsakof et al., (2000) proposed the different kinds of organizational citizenship behavior as: helping behaviors, organizational compliance, sportsmanship, organizational loyalty, self-initiative, civic virtue, self-development (as stated in Kernodel, 2007).

The Nicolas vinz model which is used in this research, he measures the organizational citizenship behaviors in three dimensions.

1. helping 2. Sportsmanship 3.virtue

The helping dimension is defined based on the altruism, modesty, peace, and good behavior leader which are one of dimensions of Organ's model.

This subject is because of this reason that it is so hard to identify the differences between meanings of altruism, modesty, peace, friendship and being a good behavior leader , and for this reason , he put them in a classification for surveying which is called helping others.(poodif and others,1994).

Sportsmanship: means being satisfied with the position and situation less than ideal , not complaining from this situation less than ideal, and prevention from activities like: complaining , and nagging (Organ , 2006).

Virtue: the activities that employees attend in works with dutifulness, interested, and worried about the organization safety, welfare (Vise, 2006).

This model is designed based on the previous models of persons such as: Organi- veni-Ar , and Lam , and others (2000).(vise,2006).

Many researches have been done in surveying the relation between the organizational commitment, and organizational citizenship behaviors.

Poursoltani and Gi Naghndar.Amir 2011) , in a research as: the organizational commitment relationship with physical education teachers' organizational citizenship behaviors of the city of Mashhad , they came to this result that, there is a meaningful relationship between the organizational commitment , and organizational citizenship behaviors, and affective commitment has more power for anticipation of teachers' citizenship behavior.

Gafari et al.,(2010) in a research namely/asgiven: the relationship of organizational citizenship behavior , and the employees' organizational commitment of Tehran- Shahid ,Hashemi Nejad, they reach to this result that, there is a meaningful relationship between the citizenship behaviors and dimensions of organizational commitment. There is a meaningful relation between sportsmanship and civic virtue with commitment, but there is no relationship between the helping others and commitment.

Arizi et al., (2011) in one of their researches as: the relationship between organizational citizenship behavior with organizational commitment, and intention to stay at the present job among the employees of Sepia company employees, they came to this result that: there is a positive relationship between affective commitment and sportsmanship, and affective commitment has no relation with helping others.

Asadi (2007) studied about the relations between organizational commitment and organizational citizenship behaviors in governmental organizations of the city of Kerman, and reached to this result that, there is no meaningful relationship between organizational commitment, and organizational citizenship behaviors dimensions in governmental organizations.

Also regarding to the Demographic variables effects on the organizational commitment, and organizational citizenship behaviors in previous researches, the given bellow results were reached:

Salehi , and goltash (2011) in one of their researches with the title of the relation between job satisfaction , and job exhausting , and organizational commitment with organizational citizenship behaviors among the faculty members of Islamic Azad University, they came to this conclusion that : job satisfaction variables , and organizational commitment have positive effect on the organizational citizenship behavior , while the job exhausting has a negative effect on the organizational citizenship behavior.

Thomas and Daniel (2011) studied on the effect of record service on the organizational commitment, and organizational citizenship behaviors in governmental organizations. They came to this conclusion that with increasing the record service till 10 years, there is a direct and positive relationship between organizational commitment and organizational citizenship behaviors, but with increasing the record service to more than 10 years, the relations between organizational and organizational citizenship behaviors will become reversed.

Karimi et al., (2011) in a research as the relationship between the emotional intelligence components, and dimensions of the high schools teachers' organizational citizenship behavior of the city of Esphehan , reached to this conclusion which there is a positive relation between emotional intelligence dimensions and organizational citizenship behavior, and there is not any meaningful relationship between the organizational citizenship behavior and record services and certificate.

Mir seiasi et al., (2009), in studying the relationship between the organizational citizenship behavior, and the employees' job performance of Tehran municipality, they came to this result that: there is a positive relationship between organizational citizenship behavior, and the employees' job performance in municipality, and also there is no relationship between the age, education, and record of services, and citizenship behavior.

Regarding this fact that in this study, the investigation of two above variables, in two different statistic populations is our consideration, it is different with other researches. In this study we want to follow and answer to these questions:

1. Is there any meaningful relationship between the managers; organizational commitment and teachers' organizational citizenship behaviors in female governmental high schools of the city of Kerman?
2. Is there any meaningful difference /relationship in teachers' organizational commitment of female (girl) governmental high schools of the city of Kerman based on the base of the Demographic variables (age, education, record service)?
3. Is there any meaningful difference /relationship in managers' organizational commitment of female (girl) governmental high schools of the city of Kerman based on the base of the Demographic variables (age, education, record service)?

Research Methodology

According to the nature of the present study, the design of the study was descriptive – correlation.

The investigated sampling population in this study is all of the managers and teachers of female governmental high schools of two areas of the city of Kerman in 2012-13 education years. For the reason of few numbers of managers and managers and the same exploration duties , and roles of assistant with managers, the number of managers and assistants who are 99 participants, was considered full counted , and the number of teachers is 608 participants, who are taken sampling from them with using the Kokeran's formula.

The total number of the participants was 236 participants that for more carefulness , and with attention to that some of the questionnaires are probably will not reached to our hands , the final participants was considered 244 participants.

In this study the design of the method was considered classified sampling and simple randomly. First the managers and teachers were classified at schools and the researchers has considered all of the classifications , and inside of the classifications the organizational commitment questionnaire was given to all of the managers and assistants , and organizational citizenship behaviors was given to some of the teachers who were selected randomly.

Instruments

The instrument in this study is two questionnaires. The Allen's organizational commitment questionnaire, and Mir, and Vise's organizational citizenship behaviors. The Allen's commitment questionnaire is included 24 questions, the questions from 1 to 8 is related to the measuring of affective commitment , and the questions from 9 to 16 numbers are about manner/norm commitment measuring , and questions from number of 17 to 24 are related to the continuous commitment measurement. The process and ending of this questionnaire have been reached with 8 % , and 91 % . The Vin's citizenship behaviors questionnaire is included 12 questions which the questions from 1 to 4 numbers are related to the measurement of rate of helping , and the questions from 5 to 8 are due to the measuring the sportsmanship , and questions from 9 to 12 are related to the measuring of the virtue.

The process and ending of this questionnaire are 86% and 79%. In these questionnaires for measuring the considered elements , the 5 (rates)scale is used , and the choices for each question are : I am completely agree, I am agree, I am pretty agree, I am disagree, I am completely disagree.

In this study , in order to explore the obtained data , the Spearman's correlation coefficient , and Vitni- Himan's testing, Valis Kroskal, and squares of Kie are used., and also the level of meaningfulness was considered as .05, and in the statistic analyzing on the data , the SPSS software was used.

Research Findings

Among the 244 participants from female governmental high schools of the city of Kerman who were completely studied , 10 persons were (% 4/1) less than 30 years, 60 persons (%24/6) between 30-35, 112 persons (%45/9) between 35-40 , and 62 participants (%25/4) more than 40 years , also 176 individuals (%72/1) with B.A level , and 68 individuals (%27/9) had been in M.A level of education, and 24 individuals (%9/8) less than 10 years record service, 109 individuals (%44/7) were between 10 to 15 years record service, 92 individuals (%37/7) were between 15 to 20 years record service , and 19 persons (%7/8) had more than 20 years record service.

Among 99 participants form managers of female governmental high schools of the city of Kerman which was surveyed, 15 persons were (%15/2) between 30 t035, 34 persons (%34/3) between 35-40 years, and 50 individuals (%50/5)had more than 40 years , and 65 individuals (%65/7) with B.A level , and 34 (%34/3) with M.A level , and also 24 (%9/8) less than 10 years record of service, 109 persons (%44/7) were between 10 to 15 years services, 92 (%37/7) were between 15 to 20 years record of services , and 19 persons (%7.8)had more than 20 years record of services.

1. Is there any meaningful relationship between the managers; organizational commitment and teachers' organizational citizen ship behaviors in female governmental high schools of the city of Kerman?

Table 1. The correlation coefficient of managers' organizational commitment variables and teachers' organizational citizen behaviors

Numbers	p	Correlation coefficient	Correlation
244	0/49	-0/05	Spearman 's correlation

According to the obtained result from 244 participants of teachers and 99 participants from managers of female governmental high schools of the city of Kerman, the scale/rate of Spearman's correlation coefficient was .05 , and meaningfulness rate/amount .49, therefore, the zero hypothesis in .05 level is confirmed, so there is no relationship between managers' organizational commitment and teachers' organizational citizen ship behaviors of female governmental high schools of the city of Kerman.

2. Is there any meaningful difference /relationship in teachers' organizational commitment of female (girl) governmental high schools of the city of Kerman based on the base of the Demographic variables (age, education, record service)?

Table 2. Valis-Kroskel testing table

P	Test static	number	Rank average	Age
0/59	1/91	10	141/85	Less than 30 years
		60	124/71	30-35 years
		112	116/76	35-40
		62	127/61	More than 40 years

Table 3. Vitni- Man testing table

P	Testing static	number	Grade average	Education
0/77	5841/50	176	123/31	B.A
		68	120/40	M.A

Table 4. Valis-Kroskel testing table

P	Testing static	number	Rank average	Record service
0/65	1/62	24	130/73	Less than 10 years
		109	124/61	10-15 years
		92	115/86	15-20 years
		19	132/16	More than 20 years

According to analyzing the data, and based on the obtained results , and tables, there could not been seen , any meaning full difference in teachers' organizational commitment based on the Demographic variables.

3. Is there any meaningful difference /relationship in managers' organizational commitment of female (girl) governmental high schools of the city of Kerman based on the base of the Demographic variables (age, education, record service)?

Table 5. Valis –Kroskal testing table

P quantity/	Test static	number	Rank average	Age
0/65	0/87	15	53/43	30-35 years
		34	46/41	35-40 years old
		50	51/41	More than 40 years

Table 6. Vitni- Man test table

P	Testing static	number	Grade average	Education
0/69	1050/5	65	49/16	B.A
		34	51/60	M.A

Table 7. Valis-Kroskal testing table

P	Testing static	number	Rank average	Record service
0/98	0/18	6	49/83	Less than 10 years
		23	50/93	10-15 years
		44	48/70	15-20 years
		26	51/40	More than 20 years

According to analyzing the data, and based on the obtained results, and tables, there could not be seen, any meaning full difference in managers' organizational commitment based on the Demographic variables.

Results and Discussions/ surveying and discussion:

About the main question of the study, the findings show that there is not a meaningful correlation between managers' organizational commitment and the teachers' organizational citizenship behaviors in female governmental high schools of the two areas of the Kerman city. In all previous researches, the investigation of the relation between the above given variables in a statistic population has been surveyed. Such as: in the Pour soltani and Amir ji noghnadar's researches in 1390, the result was like such this: there is a meaningful relation between organizational commitment and organizational citizenship behaviors, and the emotional commitment has more power for anticipation of teachers' citizenship behavior. This study has investigated the relations of both of two variables in a statistic population, of the teachers' physical; education of the city of Mashhad. Also the researches done by Gafari et al., in 2011 , the result was : there is a meaningful relation between citizenship behavior dimensions and organizational commitment . There is a relation between generosity, civic virtue and commitment. But there is no relation between the helping others and commitment. In this study, the statistic population has been for both of variables in Tehran Hashemi Nejad hospital. Also Arizi and his colleagues in 2011 in the study of the relation between organizational citizen behaviors with organizational commitment and intention to stay at their present job, they reach to this result that: the relation between emotional commitment courage /generosity is positive and has no relationship between emotional commitment and helping others. The statistic population was a number of Saipa company employees. In all of these researches, the statistic population is the same for both of the variables. But in this present / the present study , the investigation of the relation between two above given variables has been done in two different statistic societies, maybe this subject is one of the reason of difference of the result of this study with previous studies.

According to the findings of the present study, we can conclude that the organizational citizen behaviors have internal origin/source, and are impressed by the individuals', themselves thoughts, and not impressed by the environmental. Of course for the assurance of the result, it is necessary to do similar researches of this study in different statistic population. The findings of the second question show that there is no meaningful difference in the basis/scale of the teachers' organizational citizen behaviors based on the Demographic variables. This obtainment is in the same side with Mirsepasi et al.,(2010) , and Karimi's , et al.,(2012) research. In this regard Salehi and Goltash (2012), they reach to this conclusion that job depreciation has a negative effect on the organizational citizen behavior. It means

that with increasing the record of service , we have decreasing the organizational citizen behavior, and also in this side ; Tomas and Daniel (2012) reach to this result that with increasing the record of service until 10 years , the citizen ship behavior will be increased too. But with increasing the record service more than 10 years, the citizen ship behavior will be decreased.

The result of the third question shows that there is a meaningful relationship /difference in scale of managers' organizational commitment based on the Demographic variables. This result is in the same side with Asadi's research (2007). In this regard Tomas and Daniel (2011) reach to this result that with increasing the record service until 10 years, the organizational commitment will be increased. But with increasing the record service more than 10 years, the organizational commitment will be decreased.

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