On the relationship between organizational structure and organizational citizenship behaviors among the staff of Educational Ministry of Urmia

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ABSTRACT: The aim of this study is to survey the relationship of organizational structure and organizational citizenship behaviors (case study: Staff of West Azarbaijan Ministry of Education). The statistical population is comprised of the whole staff working at Urmia Ministry of Education for the year 2012-2013 in which 241 individuals were chosen using stratified random sampling method. The method of this research is descriptive and correlative. The standard questionnaire of organizational citizenship behavior of Podsakof was used in this study to collect data. The reliability coefficients of this questionnaire are based on Cronbach alpha method. In order to analyze the data, SPSS software is used and the obtained results of questionnaire is applied to survey the inferential and descriptive statistics. Also, Kolmogorov-Smirnov test, Spearman correlation test and Friedman test were used in this study. The study results showed that there was a positive and significant relationship between organizational structure and officially with organizational behaviors among the staff of Urmia Ministry of Education, there was no significant relationship between complexity and citizenship behaviors.

Keywords: organizational citizenship behaviors, organizational structure, Ministry of Education staff

INTRODUCTION

Organizations contribute highly to society, so their activities should be in a way to maximum their positive activities and to minimize the negative ones. In doing so, they should concern long term demands and needs of society to make efforts aiming at solving those issues (BaratiMandani and colleagues, 2011). Traditionally, among the scientific officials are psychologists and sociologists drawing their attention to organization structure but politics men, economists and managers have been added to this category so that nowadays the organization structure turn out to be one of the common discussions among intellectuals (Khatami, 2005, cited in Aahanchian and Baratloo, 2005).

The organizational structure and citizenship behavior and their positions in organization have been the terms to be studied for research. In the current situation of society, different dimensions of organization structure are under study. Since organizational citizenship behavior is considered as an important part of the organization structure, surveying the relationship having to do with organizational citizenship behavior is considerable in terms of the role.

Review of literature

Organizational citizenship behavior: behavior is individual authority which do not undergo any direct or indirect award and is efficient behavior and advisable in human and organizational behavior system (Ansari and colleagues, 2010).

Johnson, Holadi and Quinones (2009) suggest that the organizational citizenship behaviors are those of informal actions which are suitable in behavioral and living context to be considered by friends and colleagues. The included behavior in relation to organizational citizenship behavior is beyond the officially of individual organizational job which is optional on the part of individuals. The behavior of staff in job context is
the one depending on reward directly or indirectly and these rewards are highly effective on organizations success (Lin, 2008).

The key elements of organizational citizenship behaviors

A kind of behavior exceeding beyond what is described for organization staff, is a kind of behavior to be optional and relying on individual determination.

Those behaviors which don’t include any direct reward and are not appreciated directly by organization official structure. Thosebehaviors to be significant in terms of making organization performance effective and its operations to be succeeded (Castero and colleagues, 2004, cited in RaminMehr, 2010).

The organizational structure includes identifying the comprising elements of organization and determining the quality of the relationship among these elements (Schekkerman, 2004).

The management paradigm has progressed through traversing a several definite stages. The main focus in this evolution is the change in organizational structure. The organizational structure is one of the main leading elements of changing since structure is the heart of all processes which forms the organizational decisions (Soltani and Esmaeil Loo, 2006).

Complexity is the indicator of level of expectedness, job division, number of levels in organization hierarchy and level of dispersion of organizational units in terms of geography. Complexity includes self-horizontal complexity, vertical complexity and geographical complexity. What is meant by geographical complexity is the distinction among units based on the geographical location. The horizontal complexity indicates the organization levels and management aspects in organization while vertical complexity illustrates the vertical complexity and parallel-rank job numbers at one organizational level (Sheikhbaglo, 2011). The reliance level of organization on principles, rules and procedures in order to lead the staff behavior is called formality. In general, formality is described as the level of codification and assignment of rules, principles, guidelines, acts, job descriptions and personnel tasks to be considered and recorded in organization. Formality falls into two categories: the first part includes the level of rules and regulations recording in organization and the second part has to do with the level of practice, running and controlling of rules, acts and guidelines (Jafari and Akhavan, 2006).

Review of literature for internal conducted researches

the results of Esmaeil Ansari and colleagues (2010) study conducted on “surveying the relationships between job stress, job satisfaction, organizational commitment and organizational citizenship behavior” using modelling method of structural equations indicated appropriate fitting of suggested model and the observation was made on the significant and negative relationship with job satisfaction and organizational commitment variables. There is a strong and positive correlation between job satisfaction and organizational citizenship behavior. Both of the variables i.e. job satisfaction and organizational commitment have direct and significant effect on organizational citizenship behavior. Job satisfaction is contributive indirectly to organizational citizenship behavior through organizational commitment variable.

Allame and colleagues (2012) focused on the study “the self-concept and organizational effect on organizational citizenship behaviors (case study of Social Security Department of Isfahan)” whose results showed that the organizational citizenship behavior is underwent by organizational structure sort and the resultant changes in organizational structure would affect organizational citizenship behavior which is positively correlated. This means that improvement and development of the current variables would enhance the organizational citizenship behavior. Also, the results show that the concept of balance is the correlation between organizational structure and organizational citizenship behavior.

Review of literature for external conducted researches

AndalibKoreshi (2011) conducted a research on “surveying the effect of self-confidence and organizational identity on organizational citizenship behavior”. Participants (N=158) were the administrative section employees of Pakistan State Universities. In addition, gender and employment relationship effects were examined. Organizational identity and self-confidence are highly effective as the predictors of organizational citizenship behavior. The obtained results from identifying organizational behavior and its relationship with organizational behavior and self-confidence were used as the motivating factor in employment and citizenship behavior in line with enhancing individual and organizational employment performance in stateorganizations.

Gaither and colleagues relied on the relationship between organizational context, family and employment conflict, job stress, individual and organizational structures in the United States pharmacists through modelling the structural equations. The results of this study showed that the organizational structure elements in the form of excessive workload, conflict and easy efficiency were the most significant variables contributing to job stress. Also, there was a significant correlation between individual attributes, job satisfaction and organizational structure in their models (cited in Ansari and colleagues, 2010).

in the conducted research by Chan Chaw in 2005 titled “the relationship between employment and citizenship behavior attributes with job satisfaction intermediate role in this sense” shows that job satisfaction
plays an important role in the field of relationship between employment attributes and citizenship behavior (Chan, Chaw, 2005, cited in Jamali and colleagues, 2009).

**Research questions**

a. is there any correlation between organizational structure and organizational citizenship behavior among the staff of West Azarbaijan Ministry of Education?

2. is there any significant relationship between formality and organizational citizenship behaviors?

**RESEARCH METHODOLOGY**

The current research is applied in terms of goal and is descriptive in terms of correlative in terms of data collection. This research is categorized as descriptive and survey in terms of research in this respect that it has studied the comments of Urmia Ministry of Education staff about the determination of the relationship between organizational structure and organizational citizenship behaviors. The stratified random sampling has been used in this research. In the current study, Urmia Ministry of Education staff have been categorized as two classes which are intermediate and superior staff. The statistical population is West Azarbaijan Ministry of Education staff working in line with organization goals in different sections of organization numbered as 649 individuals i.e. 300 individuals in superior staff section and 349 individuals in intermediate staff section. The researcher determines P (rate of success) as 50% and q (rate of failure) as 50% (P-1-q) and the confidence interval as 95%. In doing so, we use Cochran formula (formula 1) as follow:

\[
n = \frac{t^2 \times pq}{1 + \frac{1}{N} \left( t^2 \times pq - 1 \right)} = 204
\]

In this research, in order to collect data and scores in line with answering research hypothesis, the data were collected as library method. 24 questions of organizational structure were designed in the form of questionnaire (questions 1-7 for formality, 8-14 for complexity, 15-24 for focus) and 17 questions for standard questions related to citizenship behavior to be answered through putting check to raise ideas of the assumed question item. In order to measure organizational citizenship behavior, 5-scale Pooskaf and colleagues' questionnaire because of its optimal attitude-testing indexes.

**Statistical analysis on data**

Statistical data is considered as one of the fundamental steps in different researches and the study results are dependent on them. In doing so, we collected the questionnaires to be answered by participants and the raw data were recorded by computer and software aid followed by the analysis of SPSS software which to be applicable in the two following stages. In the first stage which has to do with data descriptive analysis, absolute frequency, relative frequency percent, central tendency indexes and dispersion indexes (standard deviation) were used. In the second stage which has to do with data inferential analysis, the obtained data are studied and the inferential statistics tests are used to analyze hypotheses aided by SPSS software.

**Inferential analysis of statistical data**

**Hypothesis** 1. There is a significant relationship between organizational structure and organizational citizenship behaviors of the staff.

Statistical hypothesis

\[
H_0: r = 0
\]

\[
H_1: r \neq 0
\]

<table>
<thead>
<tr>
<th>Organizational structure</th>
<th>Spearman correlation coefficient</th>
<th>Level of significance</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.353</td>
<td>0.003</td>
<td>241</td>
</tr>
</tbody>
</table>

According to the above table (4-8) and in the obtained analysis, the level of significance was obtained lower than 0.05 and null hypothesis is rejected. There is a significant relationship between organizational structure and organizational citizenship behaviors and that there is a strong and positive relationship between the two variables according to Spearman correlation coefficient of 0.353.
Hypothesis 2. There is a significant relationship between formality and organizational citizenship behavior.

Statistical hypothesis:

- $H_0: r = 0$
- $H_1: r \neq 0$

Table 2. Surveying the relationship between formality and organizational citizenship behaviors

<table>
<thead>
<tr>
<th>Organizational citizenship behaviors</th>
<th>Spearman correlation coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formality</td>
<td>0.604</td>
</tr>
<tr>
<td>Level of significance</td>
<td>0.000</td>
</tr>
<tr>
<td>frequency</td>
<td>241</td>
</tr>
</tbody>
</table>

According to the above table (4-9) and in the obtained analysis, the level of significance was obtained lower than 0.05 and null hypothesis is rejected. There is a significant relationship between organizational citizenship behaviors and formality and that there is a strong and positive relationship between the two variables according to Spearman correlation coefficient of 0.604.

DISCUSSION AND CONCLUSION

There is a significant relationship between organizational structure and organizational citizenship behaviors of staff. The null hypothesis is rejected i.e. there is a significant relationship between organizational structure and organizational citizenship behavior of staff. Since Spearman correlation coefficient is 0.353, there is a strong and positive correlation between the two variables. There is a significant relationship between formality and organizational citizenship behavior and the null hypothesis is rejected i.e. formality has a direct relationship with organizational citizenship behavior. Since Spearman correlation coefficient is 0.604, there is a positive and strong relationship between the two variables. This means that increasing the formality of organizational structure would lead to better organizational citizenship behaviors.

Suggestions

There is a significant relationship between organizational structure and organizational citizenship behavior. So, the more the behaviors of organizational citizenship around economic events and other events, the more efficiency and optimality of organization activities will be. This leads to acceptable figure of organization which provides better opportunities to develop organization. these results indicate that managers and officials should pave the way to improve and develop organization structure through empowering the staff, employing qualified individuals and running meritocratic system and providing job safety for employers.

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