ABSTRACT: The main purpose of this study was analysis the relationship between Organizational Citizenship Behaviour (OCB) and Organizational Perceived Politic (POP) among the sport organization experts of Tehran Municipality. The population study included all the sport organization experts of Tehran municipality (N = 310). According with the Cochran Formula, the study sample consisted of 172 experts. Finally 161 out of 206 distributed questionnaires were utilized. For gathering data, we utilized a questionnaire in 3 sections: 1. Demographic 2. Organizational Citizenship Behaviour (based on Podsakkof & et al, 1990) 3. Organizational Perceived Politic (Kacmar & et al, 1991). The validity and reliability of these questionnaires in the target population examined and approved. For data analysing some statistical techniques (Kolomogrov-Smirnov, Pearson Correlation and Multiple) were used by LISREL and SPSS software. The study findings indicated a negative significant relationship between OCB and POP (r = -0.51, P < 0.01). Also, the multiple regressions showed that the 34 % of OCB variations could be predicted by POP significantly. In sum, it seems more politicized work environment will decrease the organizational sacrifice and reduce its productivity.

Keywords: Citizenship Behavior, Municipality, Politic, Sport Experts

INTRODUCTION

Organizational Behavior (OB) or human behavior is the set of systematic behaviors to identify and understand human behaviors in organizations (Chelladurai, 2006). To achieve stable organizational strategies and goals, it's integral to control and manage these behaviors. The basic of organizational behavior included: Individual, Organizations and groups (Morrel, 2012). In recent decades, employee’s behavior at the workplace has long been of interest for the managers and organizational behaviorists. The work space influences the relations between individual characteristics of employees and their treatments in shape of opportunities and constraints (Graham, 1991; Dijke et al., 2012). Globally, work environment features could be strengthen or diluted the staff's tendency to engage them in certain behaviors due to their personal or organizational motivations.

Politics is an important variable in organizational research which takes the attention of organizational behaviourists and studied with different views. Power and politic are the most critical realities of organizational life (Bodla and Danish, 2012). At first, Mintzberg (1983) defined organizational politics as “individual or group behaviour that neither is informal, ostensibly parochial, typically divisive, and above all in a technical sense, illegitimate-sanctioned neither by formal authority, accepted ideology, nor certified expertise” (Ferris et al., 2010). Employees’ perception of an
organization's political environment is different due to their different imaginative and harvest. This can impact on people's willingness to communicate together (Phipps and Prieto, 2011; Ullah et al., 2011). On the other hand, perception is an important aspect of individual behaviour in organization. If all those things understand in the same way for everyone, everything was simpler and frustrating. The staffs have a variety ways to understand different phenomenon and their environment at workplace; In fact, perception understands as a process which individuals can assume their environments (Castro et al., 2004). Political behaviour refers to positive and negative actions that organizations do not permit them officially. During the confusion, lack or deficiency of rules, organizational policies and decision making lead to political environment (Chang et al., 2012). Perception of organizational politic (POP) refers to the way that staffs interpret the organizational events, politics and environments that can be positive or negative (Morrel, 2012; Bodla and Danish, 2010).

Pfeiffer (1981) explained how the managers use politics as a functional tool in the organization to get the work done through political environment. But the others said, individuals involved in politics to achieving their self-interest. The effective factors explained below (Chang et al., 2012):

![Effective Factors on POP](image)

Figure 1. The effective factors on the POP (Morrel, 2012)

Changing conditions, environment of organization, and increased competition required the organization to have new generation of employees to maintain and improve their effectiveness in such circumstances (Chelladurai, 2006; Chang and Chelladurai, 2003). These staff and workers are the main difference between effective and non-effective organizations. Organizations as an unique alive organism need their sustainability and strong linkage between elements and components.

Organ (1985) defined OCB as an individual behavior that is beneficial to the organization, is discretionary, is not directly or explicitly recognized by the formal reward system, and in aggregate contributes to the effective functioning of the organization (Applebaum et al., 2004).

Research findings indicated the importance of OCB for the effectiveness and efficiency of public and private organizations (Farrel and Finkleistien, 2007). For instance, employees with higher level of OCB exhibited less absenteeism, less turn over, and more efficient and productive organization which lead to more customer satisfaction. To achieve stable organizational strategies and goals, it's integral to control and manage these behaviors. The basic of organizational behavior included: Individual, Organizations and groups.

After the industrial revolution, the mechanization came over on human societies in such a way that every human being from birth to death is directly impressed. In today's world, most managers look for employees who exceed their duties and job description and even play their roles as a soldier for their organizations (Bienstock et al., 2007). In fact, they want staff to prioritize the interests of their business affairs with personal ones. In such a workplace, the organization and its members are given the opportunity to go up as far as possible. Therefore in democratic systems, the attention to employees as citizens is increasing. Nowadays, the organizational citizens are the most important resource for organization and that's why many researches allocated to OCB.

All in all, this study tried to tackle the relationship between OCB and POP to improve the quality of work environment of sport organizational experts of Tehran municipality.
Methodology

According to main purpose of this study that tried to investigate the relationship between POP and OCB, the most appropriate method was descriptive – correlational.

The statistical population consisted of whole sport experts of Tehran municipality were about 330, and the study sample according to Cochran formula was 162. For gathering data, we utilize 3 questionnaires included Demographic features, Organizational citizenship Behaviour (OCB) (based on Podsakkof et al, 1990) and Perceived Organizational Politic (POP) (based on Kacmar et al, 1991). The statistical population consisted of whole sport experts of Tehran municipality were about 330, and the study sample according to Cochran formula was 162. For gathering data, we utilize 3 questionnaires included Demographic features, Perceived Organizational Politic (POP) (based on Kacmar et al, 1991), Organizational Citizenship Behaviour (OCB) (based on Podsakkof et al, 1990). The validity and reliability of these questionnaires in the target population examined and approved. We utilized Confirmatory Factor Analysis (CFA) to determine the validity of questionnaires and Cronbach’s Alpha used to approved the reliability (Andrew et al., 2011). For data analysing, some statistical techniques (Kolomogrov-Smirnov, Pearson Correlation and Multiple Regression) were used by LISREL and SPSS soft ware's.

RESULTS AND DISCUSSION

The descriptive findings showed 43 of statistical sample (26.7 %) were expert in sport sciences, while 118 (73.2 %) were not related. On the other hand, 88 of statistical sample was male (54.6 %) and 73 of them was female (45.3 %). The information about the employees’ curriculum presented below:

![Figure 2. Distribution of Employees' Curriculum among the Sport Experts of Tehran Municipality](image)

First table indicated correlation between OCB factors and POP; According to this table, the most powerful relationship among the POP factors and OCB was political behavior.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Political Opinion</th>
<th>Political Behavior</th>
<th>Payment Policy</th>
<th>POP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courtesy</td>
<td>-0.28</td>
<td>-0.19</td>
<td>-0.37</td>
<td>-0.16</td>
</tr>
<tr>
<td>Fealty</td>
<td>-0.21**</td>
<td>-0.39**</td>
<td>-0.29**</td>
<td>-0.29*</td>
</tr>
<tr>
<td>Civic Virtue</td>
<td>-0.08</td>
<td>-0.44</td>
<td>-0.31</td>
<td>-0.47*</td>
</tr>
<tr>
<td>Humanism</td>
<td>-0.17</td>
<td>-0.41</td>
<td>0.06</td>
<td>-0.22*</td>
</tr>
<tr>
<td>Chivalry</td>
<td>-0.14</td>
<td>-0.11</td>
<td>-0.42</td>
<td>-0.49</td>
</tr>
<tr>
<td>OCB</td>
<td>-0.24**</td>
<td>-0.63**</td>
<td>-0.34**</td>
<td>-0.51**</td>
</tr>
</tbody>
</table>

The second table showed the power of test. It seems 34 percent of OCB variation could be predicted by POP, significantly.

<table>
<thead>
<tr>
<th>Table 2. The Summary Model of Regression for OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>
Third table is about the POP factors that predicted OCB significantly. It indicated that among the POP factors, political opinion is the first significant predictor and payment policy is the next one; 58 percent of OCB variation could predict by political opinion, and 29 percent by payment policy.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Non-standardized β coefficient</th>
<th>Standardized β coefficient</th>
<th>t</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>-4.31</td>
<td>-21.1</td>
<td>0.01</td>
<td></td>
</tr>
<tr>
<td>Political Opinion</td>
<td>-0.45</td>
<td>-0.58</td>
<td>-9.83</td>
<td>0.01</td>
</tr>
<tr>
<td>Payment Policy</td>
<td>-0.13</td>
<td>-0.29</td>
<td>-6.07</td>
<td>0.04</td>
</tr>
</tbody>
</table>

The Regression equity indicated as follow:

\[ Y = -0.45(X1) – 0.13(X2) - 4.31 \]

At the descriptive level, it can be said that just a quarter of employees have related curriculum to their work. Tehran municipality needs to employ more sport science students to understand their work environment better.

The negative relationship between OCB and POP indicated that the politicized employees perception of work environment in Tehran municipality have a strong negative relationship with their voluntary behaviors. This was similar to Rosen et al (2009) and Chang et al (2010). The sport experts of Tehran municipality believed that their activities at the politicized environment are a kind of risky investment. On the other hand, among the POP factors, political behavior had the most powerful relationship with OCB.

Even though the organizational culture has many different variables to study, but some of them like OCB and POP play a critical role to encourage employees to work harder and harder and achieve their organizational goals. So, this study recommends the managers of Sport Organization of Tehran municipality to avoid any kind of elements which concluded to political space and try to explain everything clear. The results of this study showed, if the sport experts feel fair and equal regulations for promotion, they will be a “Soldier” for Tehran municipality and try to do best for their organization.

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