



The survey of relationship between the organizational citizenship behavior and productivity of human resources among Shahid Rejaee port personnel of Bandar Abbas

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ABSTRACT

Objective: Human resources which nowadays mentioned as human capital is one of the most important capitals of each organization that its quality can have effective role in growth and development of organization and based on its complexities. **Methodology:** Different discussions emerges in behavioral dimensions that one of them in recent years is the topic of organizational citizenship behavior. Citizenship behavior is a profitable and valuable type of behavior that people show voluntarily. **Results:** Hence study and investigation of such behavior of people in organization that named the organizational citizenship behavior causes the improvement of personnel and organization productivity. **Conclusion:** The purpose of doing this study is the survey of relationship between the organizational citizenship behavior and productivity of human resources among Shahid Rejaee port personnel of Bandar Abbas.

1. Introduction

In recent years most organizations search methods for attraction of personnel collaboration in promotion of their goals. Here we can point to voluntarily behavior that people are not paid any reward for doing works. But researches investigate to study these behaviors that named behavior of organizational citizenship (Oguz, 2010).

This word was used in 1983 for the first time by Organ (Bateman & Organ, 1983). The basis of this topic is concepts such as willingness to collaboration, difference between reliable performance of the role and innovative behaviors (Barnard, 1938; Katz & Kahn, 1978; Castro et al., 2004). Primary studies that performed about the organizational citizenship behavior was for recognition of responsibilities or behaviors that personnel in organization have such thing but some of them are ignored. Since these behaviors are measured incompletely in traditional evaluations of job performance or sometimes, they are ignored but they are effective in promotion of organization (Bienstock et al., 2003). In primary schools of management, people are competed with behaviors in which the explanation of job and the situations of job authentication are expected of practitioner but nowadays higher behaviors are considered. Nowadays these behaviors are separable part in management of performance and entered in different aspects of organization (Hasani Kakheki & Gholipour, 2008). Over the past several decades the behavior of organizational citizenship is changed to an important concept in the field of psychology and management and was attracted much attention (Amini, 2007).

1.1 Literature review

Organ (1990) believes that the organizational citizenship behavior is a personal and voluntarily behavior that is not directly designed by formal systems of reward in organization but it causes to improve productivity of organization performance (Cohen & Kol, 2004). Bolino et al. (2002) knew the behavior of

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organizational citizenship as a behavior that personnel do it out of defined responsibilities and duties and helped to their colleagues (Korkmaz & Arpaci, 2009). In other definition of Organ, the organizational citizenship behavior is such behaviors that organization personnel promote the productivity of their performance regardless of personal purposes of productivity (Comeau & Griffith, 2005). According to performed studies, two cases of the components of the behavior of organizational citizenship that we considered to it including magnanimity and forgiveness: **Magnanimity and Forgiveness:** Organ (1990) magnanimity and forgiveness is defined as the willingness to the endurance of inevitable distressing situations without complaint and expressing discomfort (Castro et al., 2004). Furthermore, we can define magnanimity and forgiveness as grace of personnel without expressing complaint in enduring situations that are not ideal (Ryan, 2002).

Personal creativity: This component of the organizational citizenship behavior is an over role behavior that is the least general needs of organization (Ryan, 2002). Samples of such behaviors are including voluntarily inventive activities and innovative designs for improvement of personal duty or organizational performance. Voluntarily performance of activities was expressed as the samples of this component. Organ (1988) showed that difference between these behaviors and inter-role behaviors is very difficult. Because differences are in the degree towards in types so it is not surprising when some researches did not consider this dimension in their studies on the behaviors of organizational citizenship (Podsakoff et al., 2000).

Effective human resource is the main factor for continuity of success and the realization of organizations purposes (Podsakoff et al., 2000). Hence different ways of productivity definition cause lack of comparison of measurements. So, some activities of managers have been for promotion of incomplete productivity (McNeese-Smith, 2001).

Productivity in personnel level is allocated to analysis, measurement and promotion of the productivity of human resources. Topic of discussion is promotion and productivity of human resource such as direct or indirect workforce (Khaki, 2010). But in this study based on research community and considering cultural situations of different studies, the most comprehensive sample of human productivity is selected that its indexes are:

1. Quality of working life: It is a process in which all members of organization interfere with decisions on jobs and their working environment through suitable communication for this purpose and at last their collaboration will be more and nervous pressure arising work in it will be declined (Abtahi & Kazemi, 2004).
2. Job satisfaction: Positive feeling and attitudes of people towards their jobs. Here satisfaction is included many dimensions as satisfaction of colleagues and supervisors, satisfaction of nature of work, satisfaction of immediate and longtime rewards (Amini, 2007).
3. Motivation: Motivation is the main factor for the behavior of all human beings and it is an important force in motivation and persuasion of the people (Nasrallahpour, 2006).
4. Education: The purpose of personnel education is all attempts that considered for the promotion of knowledge level, technical and job skills and also making suitable behavior in personnel of organization and they will be prepared to perform duties and job responsibilities (Moghimi, 2009).
5. Job career: They are jobs that will be transferred to person one after another through working life of the person in organization (Saadat, 2008).
6. Systems of reward based on performance: Reward that person is received of organization or it is for doing duties that is named wage (Abtahi & Kazemi, 2004).
7. Performance feedback: Informal presentation of daily performance of person to him and also periodical formal meetings. A process of effective feedback puts personnel in the way of doing their work based on profitable program (Robbins, 2007).
8. Correct and effective system of evaluation: Job evaluation is considered to allocate reward among jobs through job classification of personnel and recognition of relative value of jobs within the organization (Doaein, 2006).
9. Creativity and innovation of personnel: Creativity is an action that leads to making thought, approach, action and new ideas but the purpose of creativity is process of making ideas or approach (Gauderer, 2009).

According to a review on the model of organizational behavior, Appelbaum et al. (2008) considered case study for the effect of job satisfaction and the behavior of organizational citizenship. Personal and group characteristics and organizational degrees that are proposed based on productivity is compared with industrial standards. This study had four conclusions: Low productivity with job satisfaction and low motivation have direct relationship. Low productivity with weak relationship among management, supervisors and personnel of other levels and virtual collaborations of management have direct relationship and low productivity with low degree of organizational citizenship and low attachment to organization have direct relationship and low productivity with new organizational culture is not defined and has direct relationship with separation of Montreal Factory of European staff. In results of research there is a direct relationship between low job satisfaction and low return and motivation. Personnel enjoy intensive work by good wage but they have no enough interest to the aspects of work. Hence there is a close relationship between low return and weak relationship among management, foremen and personnel. Evidences show declining citizenship collaboration among personnel and low attachment of foremen to organization because this problem effects on return.

Personnel collaboration is an important process that used of all capacities of personnel and it is designed for encouraging increase of their commitment to the success of organization. By workers collaboration in decisions that affected on them and also by increasing their independence and controlling on their working life, personnel have much motivation and they have much commitment to organization and at last it has suitable return and they have more job satisfaction. Hence according to proposition of Locke & Latham (1990) personnel achieved motivation for arriving to important purpose. This increasing of motivation means increasing of return. For this reason, following operational design is proposed in which there are other solutions (Appelbaum et al., 2004). Masumeh Cherati in her research investigated the relationship between job satisfaction and the behavior of organizational citizenship in ministry of the interior. The results of this research showed that the organizational citizenship behavior is prescribed as over job roles and it is not recognized directly or by the system of official reward which causes improvement and working productivity and the resources of organization will be efficient for achieving to purposes (Cherati, 2009).

Major hypothesis investigates the relationship between job satisfaction and the organizational citizenship behavior and in minor hypotheses the relationship between job satisfaction and related variables to the organizational citizenship behavior is investigated which included observing colleagues situation, responsibility (ethics), the art of citizenship (cooperation in organization affair), spirit of sportsmanship and politeness (attention to colleagues).

This research is performed among personnel of ministry of the interior and its statistical community is included in personnel of ministry of the interior in the city of Tehran. Researcher concluded that there is a significant relationship between the organizational citizenship behavior and job satisfaction. But in this study job satisfaction is part of productivity of human resource that shows this generality of research to other researches.

Nowadays managers consider human issues and improvement in productivity mode of human resource that all show a great action through creating true culture for organization productivity. Accordingly, organizations, especially the organizations of third world countries that need whole movement in increasing productivity, should prepare a situation in which its personnel and managers use all their capabilities and capacities by quietness for achieving organizational purposes. This affair is not easy unless the principles related to the organizational citizenship behavior are recognized and necessary situations for performing these types of behaviors are prepared.

1.2 Paper Objectives

The purpose of this paper is the investigation of relationship between the organizational citizenship behavior and productivity of human resource in viewpoint of Shahid Rejaee port personnel of Bandar Abbas.

Subordinate objectives of paper are as follow:

- 1- Examine the impact of Magnanimity and forgiveness on the productivity of the staffs at the organization.
- 2- Examine the impact of innovation on the productivity of the staffs at the organization.

1.3 Research hypotheses

Therefore, the hypotheses of this study are as follows:

Main Hypothesis: There is a significant relationship between organizational citizenship behavior and the productivity of human resource in different departments of Shahid Rejaee port. First minor hypothesis: There is a significant relationship between magnanimity and forgiveness and productivity of human resource in different departments of Shahid Rejaee port. Second minor hypothesis: there is a significant relationship between personal innovation and productivity of human resource in different departments of Shahid Rejaee port.

2. Materials and methods

This study is performed by descriptive- analytical method in six sea department, port department and special zone, official and financial department, design and development department, engineer and civil department and technical and maintenance department of Shahid Rejaee port of Bandar Abbas. Descriptive research is included in set of methods that their purpose is describing situations or phenomena. Performing descriptive research can merely be for recognition of present situations or helping decision making process (Goodarzi, 2007).

The sampling method of this study is two stage sampling method in which first stage after recognizing sample volume by using Cochran sampling formula with limited community (the number of 84 persons) classified possible sampling method is used to recognize ratio and sampling number of each assistance and at last simple random method is used for selecting samples. In this study two researcher-made questionnaires are used in which a questionnaire including questions of organizational citizenship behavior in two categories of magnanimity and forgiveness. Other questionnaire is included into the questions of productivity component. The model of personnel productivity is related to case study of Iran productivity and management study center (related to Tarbiat Moddares University) in Mapna company by Rajabzadeh et al in the year 2005 (Nazari, 2007).

For recognition of question validity, the ideas of instructors are used and for recognition of reliability, Cronbach Alfa coefficient is used. Resulted Cronbach Alfa in this method is 0.974 for all questions of questionnaire, 0.919 for citizenship behavior component and 0.973 for productivity component of organizational personnel.

For taking advantage to answers of five-part Likert Scale (very low, low, average, high and very high), the advantage of each one is 1, 2,3,4,5 respectively. Statistical analysis of data which are resulted in this study is performed in inferential level by using SPSS software. In inferential level based on data measurement of statistical tests including Spearman and Regression Test are used.

3. Discussion and results

As To survey personnel attitude about the relationship between the variables of organizational citizenship behavior and productivity of human resources in selected departments, 12 indices (question) organizational citizenship behavior and 49 indices (question) productivity by considering the importance of noted indices from the idea of personnel as the question of statistical sample are asked. In Figure 1 the results of correlation test in SPSS software is showed.

As we consider in Figure 1 by using statistical methods, relationship rate of each component is calculated by productivity of human resources which this rate is 0.584 about magnanimity and forgiveness and 0.421 for creativity component and the sum of these components as the organization citizenship behavior is 0.547. The number of statistical samples of this research in assistances is as follows.

Considering above explanations for investigating the main hypothesis of study, Spearman correlation test was performed between the indices average of organizational citizenship behavior and indices average of human resources productivity in any selected departments. Also, for investigating first and second minor hypotheses, Spearman correlation test is used between average components of magnanimity and forgiveness and personal creativity and indices average of human resource productivity. Results arising Spearman correlation test is presented in Table 1.

Test results in Table 1 show that in error level $\alpha = 0/01$ for component of organizational citizenship behavior Sig (significant level that should be less than 0.05 for presence of significant relationship of two variables) in sea, port and special zone, office and finance, design and development, civil and technical departments is less than 0.05 which this affair shows the presence of positive correlation between the organizational citizenship behavior and human resources productivity in above departments. After confirmation of correlation between organizational citizenship behavior variable and human resources productivity, correlation rate investigated. Correlation rate in sea and port and special zone, design and development, civil and technical departments is more than 5 % that shows high correlation between two variables. But correlation rate is 0.46 in official financial department that is less towards correlation rate of other departments and this problem shows weak relationship between organizational citizenship behavior and human resources productivity in assistance.

In next step for investigating the effect of organizational citizenship behavior and its components on human resource productivity in selected departments, Regression test is used between variable of organizational citizenship behavior and the components of magnanimity and forgiveness and personal creativity with personnel productivity that its results is considered in Table 2.

As we consider in Table 2, when the variable of organizational citizenship behavior is considered as independent variable and personnel productivity as dependent variable, the value of significant level is less than 0.05 and this issue shows the effect of the organizational citizenship behavior on personnel productivity. For this purpose and based on data of Table 2, the organizational citizenship behavior effects on personnel productivity in all departments. In other words, whatever the rate of organizational citizenship behavior will be more in level of noted departments, personnel productivity is also increased Magnanimity and forgiveness.

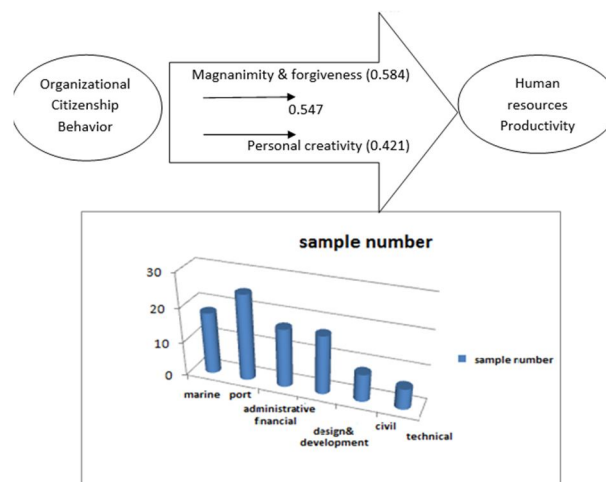


Figure 1. The relationship between organizational citizenship behavior and productivity of human resources

Diagram 1. The number of statistical samples of research in different assistances of case study

Table 1. Results of Spearman correlation test for surveying relationship between organizational citizenship behavior and its components with personnel productivity

| Technical | Civil | Administrative & Financial | Port | Design & Development | Marine | Statistical coordinate | Variable Name |
|-----------|-------|----------------------------|-------|----------------------|--------|------------------------|--|
| 0.006 | 0.000 | 0.008 | 0.000 | 0.000 | 0.000 | Sig | Behavior of organizational Citizenship |
| 0.579 | 0.521 | 0.460 | 0.737 | 0.564 | 0.725 | Correlation Rate | |
| 0.010 | 0.010 | 0.010 | 0.010 | 0.010 | 0.010 | Error Level | |
| 0.001 | 0.448 | 0.006 | 0.005 | 0.009 | 0.000 | Sig | |
| 0.643 | 0.127 | 0.403 | 0.338 | 0.367 | 0.483 | Correlation Rate | magnanimity and forgiveness |
| 6 | 8 | 17 | 25 | 10 | 18 | Sample Number | |
| 0.010 | 0.010 | 0.010 | 0.010 | 0.010 | 0.010 | Error Level | |
| 0.001 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | Sig | Personal Creativity |
| 0.641 | 0.534 | 0.560 | 0.485 | 0.671 | 0.523 | Correlation Rate | |
| 6 | 8 | 17 | 25 | 10 | 18 | Sample Number | |
| 0.010 | 0.010 | 0.010 | 0.010 | 0.010 | 0.010 | Error Level | |

Table 2. The results of Regression Test for investigating the effect of the organizational citizenship behavior and its components on the productivity of human resources in selected assistances

| Technical | Civil | Administrative& Financial | Port | Design& Development | Marine | Statistical coordinate | Variable Name |
|-----------|-------|------------------------------|-------|------------------------|--------|-----------------------------------|--|
| 0.000 | - | 0.189 | 60.00 | 0.000 | 0.000 | Sig | magnanimity and forgiveness |
| 0.000 | 0.000 | 0.000 | 60.00 | 0.000 | 0.000 | Sig | Personal Creativity |
| 0.003 | 0.002 | 0.000 | 0.000 | 0.000 | 0.000 | Sig | Behavior of organizational Citizenship |
| 2.358 | 5.124 | 4.503 | 7.223 | 7.245 | 8.633 | (R) Correlation Coefficient | |

4. Conclusion

In this study obtained data of the organizational citizenship behavior and personnel productivity investigated by using Spearman correlation method and Regression analysis which following results are earned:

As we considered there is a significant relationship between the organizational citizenship behavior and personnel productivity in selected departments. The rate of correlation coefficient between two variables shows strong and positive relationship between two selected components in these departments. Also, for investigating the effect of organizational citizenship behavior variable on personnel productivity in selected departments, Regression Test is used between two organizational citizenship behavior variables and personnel productivity in which by increasing and improving organizational citizenship behavior, productivity rate will be improved.

According to the study of Steven Opel Baum (2008) that investigated the effect of job satisfaction and the organizational citizenship behavior on productivity, his results has conformity with the present study. Cherati (2009) in her thesis investigated the relationship between job satisfaction and the organizational citizenship behavior in ministry of the interior but in this study job satisfaction is considered as part of the productivity of human resources which this topic shows the generality of study towards noted research. There is a significant relationship between magnanimity and forgiveness and personnel productivity in marine departments, design and development, port and special zone, administrative and financial ones. The rate of correlation coefficient between two variables shows average and positive relationship between two selected variables in these departments but in noted departments by increasing and improvement of magnanimity and forgiveness, the productivity is also increased. In civil department, there is no significant relationship between magnanimity and forgiveness and personnel productivity. The rate of correlation coefficient between two variables also shows weak and positive relationship between two selected variables in this department. Hence in noted assistant lack of personnel satisfaction of job and also lack of suitable job with the spirituality of people causes declining this component. A personal difference in forecasting person tends to collaborate plays an important role. Recognition of personal differences and suitable education for people before employment in the entrance to organization makes it possible that personnel tend to help to others. On the other hand, by doing Regression test in noted departments recognized it had no effect on administrative and financial assistants, magnanimity and forgiveness on personnel productivity. It means that tolerance and forgiveness in abnormal situation of organization had no effect on personnel productivity of this department. In these assistant personnel had no satisfaction because of feeling lack of justice of manager. Organ (1988) stated that personnel respond to lack of justice by increasing or decreasing the organizational citizenship behaviors. Therefore, decreasing these behaviors can be as an answer to lack of justice in organization and since organizational citizenship behaviors are not part of prescribed duties, decreasing these behaviors towards lack of doing official behaviors are more rational. Hence, we can say that presence of equality in organization provides a situation for organizational citizenship behaviors but it necessarily does not cause to make these behaviors. For making organizational citizenship behaviors, it is necessary to present motivating factor in addition to the presence of equality (Moorman & Blakely, 1995).

About the component of personal creativity in all selected assistants, there is significant relationship between personal creativity and personnel productivity. Regression test between two components shows strong and positive relationship between two selected components in departments but in selected departments by increasing and improvement of personal creativity, the rate of personnel productivity will be increased.

In sum, in the last fifteen years many researches are performed about the topic of behavior of organizational citizenship but in none of them did not consider a relationship between behavior of organizational citizenship and the productivity of human resources.

In sum in last fifteen years there were many researches about the organizational citizenship behavior but in none of them, they did not consider the relationship between the organizational citizenship behavior and productivity of human resources but the purpose of this study is the survey of organizational citizenship behavior and productivity of human resources and at last model of the organizational citizenship behavior and its relationship with productivity of human resource from the viewpoint of personnel in different departments of Shahid Rejaee port. The importance of this study is that using its results by decision makers and programmers of Shahid Rejaee port causes more attention to the topic of organizational citizenship behavior in personnel, increasing the productivity of human resource and at last organized productivity which these results are used in all levels of ports in the country. Hence for improving service presentation from noted departments, we propose that recognition of mission of each assistant through profits and needs of personnel and clients and involvement and commitment of high management for improving affairs. Also making effective relationship channels for personnel for the purpose of noting problems and complaints and making proposition system for two side relationship among personnel and high officials and promoting correct culture helping people as basic principle in selected departments and encouraging creative personnel for moving to over expectation are proposed.

According to above contents, we can present conceptual model in Figure 2.

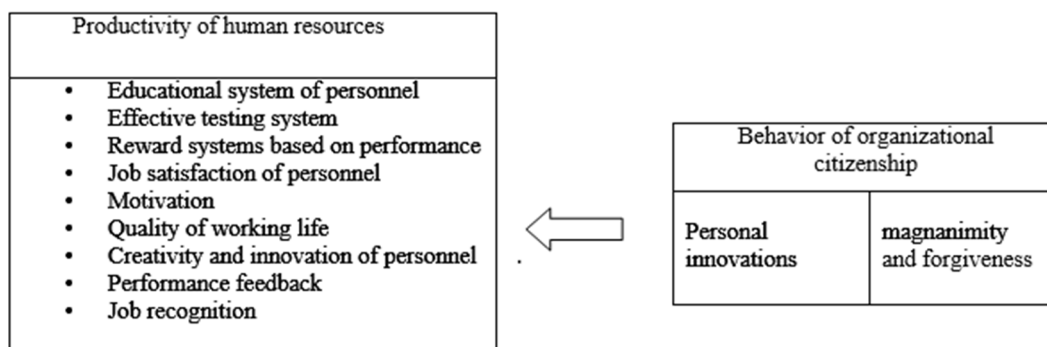


Figure 2. Conceptual model

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