



AENSI Journals

Journal of Applied Science and Agriculture

ISSN 1816-9112

Journal home page: www.aensiweb.com/jasa/index.html

The Relationship Between Organizational Culture and Organizational Citizenship Behavior Among The Managers And Staffs of Adolescence Sport offices of Bushehr Province

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ARTICLE INFO

Article history:

Received 20 December 2013

Received in revised form 22

February 2014

Accepted 26 March 2014

Available online 15 April 2014

Keywords:

Organizational Culture,
Behavior Of Organizational
Citizenship,
Offices Of Bushehr Youth Sport
Departments

ABSTRACT

Background: One of the most essential and sophisticated features of the human resources management is subjected to the focus on the staffs as a valuable benefit in this regard. **Objective:** The main purpose of the present study was to evaluate the relationship between the organizational culture and organizational citizenship behavior among staffs and managers of adolescence sport departments in Bushehr Province. The total population by the number of 150 ones was selected due to the census limitation as the sample of the study. In order to analyze the quantitative data and the use of the views and attitudes of managers and administrative staffs of youth sport department of Bushehr City have been achieved through a standard questionnaire. Dennison (2000) questionnaire was applied to measure the organizational culture and padsak of questionnaire was also used for measuring the organizational citizenship behavior (1986) that their validity of the related questionnaires were confirmed by the management experts and Cronbach alpha coefficient was utilized in relation to its reliability as 0.91 and 0.79, respectively. The descriptive analysis test was applied to analyze the research models including distribution, mean, and Pearson correlation coefficient and Spearman regression coefficient test. **Results:** The results showed that the highest statistical sample of the working location in Bushehr is 54.64% and many people working in the sport department do not have the related certificate. Also, there is a significant relationship between the organizational culture and sense of duty, citizenship enrichment, respect and humanity of managers and staffs of Bushehr youth sport department in inferential statistics. In one hand, the citizenship enrichment is an independent factor in determining the organizational culture. **Conclusion:** By making a respectful environment, it can also construct a tendency towards fulfilling good actions and tasks among the staffs raising the efficacy of an organization in this regard. This can also make friendship relations between the whole staffs boosting the citizenship behavior.

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To Cite This Article: Ali Gorban Rostami, Ahmad Torkfar, Yunes Mohammadzadeh., The relationship between organizational culture and organizational citizenship behavior among the managers and staffs of adolescence sport offices of Bushehr Province. *J. Appl. Sci. & Agric.*, 9(3): 1273-1277, 2014

INTRODUCTION

One of the most essential and sophisticated features of the human resources management is subjected to the focus on the staffs as a valuable benefit in this regard. Today, the staffs could be considered as a group but they have been considered as a personal approach entering into the active-based producing approaches and competitive benefit of the organizations. The organizations are the vast meaning of the society's main foundation and the management is the basic factor of the growth or morbidity of the organizations' movements; this is the whole managers' task to pay attention towards the organizational purposes; of course this makes them to be able to conduct the recent status towards better orientations. In one hand, various changes globally have challenged the organizations facing with massive problems in reaching to their targets; these changes made new challenges in relation to the organizational management theories so that it can be stated that there have been given hundreds of articles and papers about this case during the 20th century; the most important and considerable point is subjected to the importance of the management and human forces making the organizations efficient in this regard. (Eslami 2007). The development and evolutionary growth of the organizations should be carried out along with the whole requirements and human's needs necessarily. The

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organizations play various roles, missions and approaches over the time but their function get vast in contemporary period increasing the social expectations frequently. So, the present era is called organizations governance providing different requirements of the mankind. (IT department and Tehran municipality communication center 2010). Eslami and Sayyar (2007) considered the managers and staffs as one of the most important resources of the organizations providing these requirements effectively. Hence, many different researchers have carried out the analysis of staffs and managers' behavior in different organizations environments; but, due to the intervening role of the culture with the organizations and staffs behaviors, it can have a great impact on the progression of the physical training targets to the whole citizenships. The world has seen the rehabilitation of the organizational culture impact and its nature during the 30 years past in relation to the organizations and modern staffs. (Hawkins 1977). Stephan Robins believes that a strong organizational culture can make a kind of stable behavioral issue being as a beneficent tool for substituting the regulations into the whole organizations. In other words, the culture of every organization is a strong tool for facilitating the organizational issues forming the way of representing the events around ourselves. Batman and Organ (1983) used the organizational citizenship behavior for the first time. They define these approaches as the recovery of organizational necessary affairs. (Hood Son 2006). A good citizenship is an organizational composing of ideal thoughts including different behaviors of the staffs being responsible for various tasks following the organizational approaches and regulations trying to keep the positive development and overcoming on the whole problems in this pavement. Based on these theories, the organizational citizenship behavior assists on the competence and function of the organizations; in addition, the tendency of the citizenship due to the global competence and innovation, flexibility and efficacy should be met the whole external conditions increasingly. (Zareiee 2006). Studies show that staffs acting more than their own tasks and responsibilities and showing organizational citizenship behavior belong to a high efficient group of people making their affairs along with high potential quality in compare to other low level workers (Padsakoff and Meckenize 1997). Due to the importance of the culture in forming the members' behavior and the role of these behaviors among the organizations, managers have expanded their role in physical training department since the early 2010; this makes them to recognize and determine these both essential factors in the success and progression of the organizations; the whole researchers also try to respond these questions whether there is a relationship between the organizational culture and sense of duty, citizenship enrichment and respect among the managers and staffs of Bushehr youth sport offices?

Research methodology:

Since the main aim of the present study is to determine the relationship between the organizational culture and different dimensions of the organizational citizenship behavior, the same research is an applied study in terms of practical affairs; data collection tool is subjected to the correlation type to determine the relationship between the variables that this also carried out as field-based one in this regard.

Community and statistical sample:

The managers and staffs of Bushehr youth sport offices including females and males were consisted of the research statistical community according to the office of Bushehr youth sport office that this number is 150 people in this research. Due to the number of 150 to determine the sample volume and its limitation, the whole statistical community was selected as a whole-counting method as the sample of the research.

Data collection method:

The completion of the research is considered as the field-based one that the whole related offices used Dennison Standard Questionnaire and Padsakoff Standard Questionnaire in this regard. Then, the whole researchers completed the related questionnaires in a field-based case. The attitudes and comments of the managers and staffs were applied to analyze the quantity-based data analysis; this questionnaire includes 38 questions measuring the four dimensions of the organizational culture. Padsakoff standard questionnaire (1986) measures five sub-scales of the organizational culture. About 150 questionnaires were distributed among the staffs and then about 110 ones were collected.

Reliability and validity of the questionnaire:

Reliability of Dennison (2000) questionnaire was conducted by Motallebi *et al* (2010) representing an acceptable reliability of the questionnaire. The reliability of Padsakoff questionnaire (1986) was carried out by Alireza Sarami (2011) showing an acceptable contextual reliability of the questionnaire. In the present study, the questionnaire reliability coefficient of Dennison is 0.91 and Padsakoff is obtained 0.79 in this regard.

Data analysis:

The descriptive and inferential methods were applied to analyze the related data. In measuring the descriptive analysis, the evaluation of distribution, percent and diagram was carried out; in order to determine

the correlation between the organizational culture and citizenship behavior, Pearson correlation was applied in this regard. it should be mentioned that SPSS-17 was also applied to study the research hypotheses and side results.

Findings:

Table 1: city of research statistical sample

Town	Number	Percent	Town	Number	Percent
Abpakhsh	1	0.67	Dashtestan	19	12.67
EramDashtestan	1	0.67	Dashti	5	3.33
Shabankareh	2	1.33	Deilam	1	0.67
Central of Bushehr	3	2.01	Righ port	4	2.66
Deir port	4	2.66	Saad Abad	2	1.33
Bushehr	82	54.67	Kanghan	6	4
Jam	4	2.66	Ghanaveh	9	6
Tanghestan	3	2.01	Asalooyeh	4	2.66
Total				150	100

The results of table 1 indicate that the highest statistical sample is 54.64% and the lowest one is subjected to Abpakhsh, EramDashtestan and Deilam 0.67 in this case.

Table 2: educational field of the research samples

Educational major	Distribution	Percent
Physical training	34	22.67
Non-physical training	75	50
Respondless	41	27.33
Total	150	100

As it mentioned in table 2, the results show that many people working in physical training field do not have the same educational major so that the distributed questionnaires showed about 50% non-physical fields and only 22.67% had physical training fields.

Diagram 1: percent of participant people based on their educational major with physical training:

Table 3: relationship between organizational culture and sense of duty among staffs and managers

Variables	Organizational culture	
	P	R
Degree of sense of duty	0.001	0.44*

The results of table 3 is observed in the correlation coefficient test of Pearson that there is a direct significant relationship between the organizational culture; in other words, when the organizational culture is getting higher, the degree of sense of duty will *get also* higher; hence, the zero assumption is rejected and the research hypothesis is acceptable.

Table 4: relationship between the organizational culture and staffs and managers' citizenship enrichment

Variables	Organizational culture	
	P	R
Degree of citizenship enrichment	0.001	0.55*

According to the results of table 4 in Pearson correlationcoefficient test it is observed that there is a direct significant relationship between the managers and staffs; hence, the zero assumption is rejected and the research hypothesis is accepted.

Table 5: relationship between organizational culture and respect of staffs and managers

Variables	Organizational culture	
	P	R
Degree of respect	0.005	0.26*

According to the results of table 5, it is observed that there is a direct significant relationship between the respect of managers and staffs; in other words when the organizational culture of the managers and staffs gets high, the degree of respect will also get high in this regard. Hence, the zero assumption is rejected and the research hypothesis is accepted.

Discussion and representation:

The results showed that the highest statistical sample of the working location is 54.64% and the lowest degree is related to Abpakhsh, EramDashtestan and Deilam 0.6% in this regard. Many working people in physical training field do not have the same physical training educational major so that about 50% of the samples had non-physical training majors and only about 22.67% had physical training major. In the present study, there is a direct significant relationship between the managers and staffs' sense of duty in Bushehr youth sport offices. The results of Tabarsa and Raminmehr (2010) by the title of "representing a model of organizational citizenship behavior" showed the recovery and optimization of the organizational citizenship behavior. The results of the research indicated that both personal factors and sense of duty and organizational possession can influence on the organizational citizenship behavior formation. These results are coincident with the present study representing that the optimization of the sense of duty dimension can also play a key role in staffs' functions giving suitable efficacy in their responsibilities and they can be at their own organizations' services potentially. The results of Graham and Van Din (2006) titling "the collection of penetrative data": two dimensions of citizenship enrichment and organizational behavior", are coincident with this research that it has a positive impact on the self esteem and the penetrative actions of the citizenship enrichment. Hence, the citizenship enrichment can be a great provoking and stimulating factor for the citizenship behavior of the staffs into an organization through giving different ways. It also progresses the struggles of the whole staffs into the organization. But, the results of Chaleshtari (2008) titled "the study of leadership and organizational citizenship" showed that the innovative leadership has higher coefficient impact (0.60) than the organizational justice (0.44) and this is not coincident with the organizational citizenship. In this research, there is a direct relationship between the organizational culture and managers and staffs' respect. Chen and Chung and Shin Hu (2007) in their study titled "the relationship between the leader-follower debates", showed that the trust, supportive understanding and respect of the successors has positive impact and significant relationship on the organizational behavior. The results of the research are coincident with the present study but in the other hand, the results of Moghimi (2005) are not coincident with the results of the present study in relation to the leadership behaviors including the innovative leadership styles. In this research, there is a significant relationship between the organizational culture and type of managers and staffs' friendship of Bushehr youth sport offices. Steven and Nikolas (2004) stated that the organizational behavior as a paradigm wants to consider the volunteer commitment and friendship-based relation reaching to the purposes and finally going towards the success of the organization. (Kazemi 2005). The results of the research are coincident with the results of the present study. By making a high relation to the staffs and listening to the pains and the cooperation to these staffs, the process of humanism and friendship type can be made in this regard. Also, Asadi *et al* (2009), Abutorabi (2009), Dehghan (2010), Vase (1995) pretended the fact that the organizational culture can be considered as a facilitating or motivating factor of every element of the study. Due to the obtained results, it can make a positive environment between the managers and staffs by respecting the staffs, believing people, clarifying the members' relations and organizing the members' activities; this also makes creative ideas increasing the supportive affairs between the whole staffs. The application of different interactive patterns with others can also increase the cooperation issues and interactive management between the citizenship behaviors among the whole staffs potentially.

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