

The Relationship between Organizational Citizenship Behaviors and Social Capital with Productivity of Human Resources in Physical Education Teachers of Chahar Mahal & Bakhtiari Province (Iran)

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ABSTRACT

The goal of this research is studying relation between organization citizenship behavior and social capital with productivity of human sources in education teachers of chahar Mahal and Bakhtiari province. The goal of this study is applied, the kind of that is descriptive and it is from correlation branch, its statistical society included 630 full-time physical education teachers' chahar Mahal and Bakhtiari province primary, middle and secondary levels. 242 people were selected by kerjesi and Moorgan table and hierarchical random sampling. Three separate questionnaires were used for measuring 3 variables: organizational citizenships (Podsak off et al [1990]), social capital (Hesami [2011]) and productivity of human sources (Honari [2002]). Method of nominal and content validity was used for evaluating questionnaires validity by professors of exercise management. In addition, coefficient of Cronbach Alpha was used for evaluating permanency [productivity questionnaire, 84%; Social capital questionnaire, 91%; and questionnaire of organizational citizenship behavior, 85%. The results of data analysis showed that is a positive and significant correlation between variable of organizational citizenship behavior with social capital ($r=0.14$), between variables of organizational citizenship behavior with human sources productivity ($r=0.39$), and between variables of social capital with human sources productivity ($r=0.24$) ($p<0.05$).

Keywords: Organizational citizenship behavior capital, human sources productivity, physical education teachers, Chahar Mahal and Bakhtiari province.

INTRODUCTION

Today For improvement of efficacy and productivity of human resources, relations between different variables are evaluated and variables most effective on efficacy and productivity are recognized and finally, efficacy of whole organization will be improved by enhancement of these variables (Salimi and Andalib, 2015). In this way, one of the variables which have been ignored in previous studies is Productivity of Human Resources.

The extended concept of productivity is not achieved to given ratio; instead it is a thought system. It is a kind of rational approach to life and culture. The culture, that man with his thoughts, adapts his acts with values and facts and tries to achieve the best in life's material and spiritual aspects. Results of researches show that labor productivity index in Iran are lower than countries in region and eastern Asia (Ayati, 2010; Shokry, 2011). In a work on productivity and influential factors in our country it was found that low productivity index is because that productivity culture and attitude are not dominant in Iran (quotes of Torkian, 2013).

Today's organizations emphasis on recruitment and maintaining useful and committed personnel who often perform beyond expectations and have high productivity at last. One of the organizational variables which are expected to be relevant to human resource productivity is organizational citizenship behavior. Organizational citizenship behavior or behaviors beyond personnel responsibilities, due to apparent influence on organizational functions, were ignored in the past. In

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fact, in earlier definitions, these behaviors were seen outside of job (Bienstock et al, 2003). In recent years especially with the beginning of twenty first century, papers and researches in this field have been increasingly growing, since lots of researchers confirmed positive influence of organizational citizenship behavior on organizational efficacy (farhangy et al, 2006). Researchers have recognized important effect of organizational citizenship behavior on organizational success, since organizations cannot forecast all the needed behaviors for achieving desired goal by the official job description. Thus, the practical importance of organizational citizenship behavior is that improve organizational efficacy and effectiveness by participation in human resources change, creativity and adaptation (Chen et al, 2009). This kind of behaviors are critical and desired for every organization, since they are related to important organizational variables like job satisfaction, system maintenance and organizational productivity (Turnipseed & Murkison, 1996). According to theorists like Oregan, organizational citizenship behavior can maximize efficacy and improve effective function of organization (Murphy et al, 2002). The importance of these behaviors for performance and efficacy has been confirmed by Barnard (1938).

Another variable which seems to be related to human resources productivity and organizational citizenship behavior is social capital. Social capital concept refers to links and communications between members of a network as a valuable source. It causes goal achievement of members by mutual trust and creating norms. In absence of social capital, other capitals lose their productivity and path of development and cultural and economic evolution, becomes hard and impossible. Social capital, in macro management level or firms and organization management level, can provide a new insight of economical social systems and helps managers in better guiding the system (Ahmadi, 2012).

Managers and the ones who can create social capital in the organization, pave career and organization achievement way. On the other hand, social capital adds meaning to one's life and makes life more enjoyable. Previous researches have shown that organizations with high level of social capital have personnel who have commitment to the organization and participate in tasks and give identity to the organization. Personnel who are witnessing strong forms of relations in organization are much more committed to organizational values and goals. The more relations between people, the less will be spent on exchanges and this is a special competition advantage for the organization (Archibong & Anyansi, 2004).

Emphasis on human resources for improving organizational performance has been more in recent years, because according to resources theory, man power is the only resource that is rare and can hardly be copied by competitors thus is a stable competition advantage for the organization (Chen et al, 2003).

Due to the importance of physical exercise and despite recommendations about maintaining health, man of current century, because of technological advances and civilization extension, is witnessing visible changes toward decreasing physical activity and thus incidence of different kinds of physical and emotional diseases. On the other hand, physical exercise can create national solidarity in the country. In all countries success of athletes is regarding as success of all people in international level; and it can be said that sports victory is regarding as governmental managerial victory against other governments. It means that if a country win medals in Olympic and world championships, it shows that the government is organized which is related to economic, social and managerial organization, because sport is a complex cultural phenomenon. In fact, we can say right management in sport and organizing it to the end point means managerial power of a government for which having efficient and economically productive employees is necessary. In other word, if employees in sport department as main performers of plan are not in good position from productivity point of view, sport department would be unable to do its national and international responsibilities. Also, since sports teachers in schools have a critical role in growth and development of sport in country, present study investigates relationship between organizational citizenship behavior and social capital with human resource productivity in Physical Education Teachers of Chahar Mahal & Bakhtiari province.

MATERIALS AND METHODS

The goal of this study is applied, the kind of that is descriptive and it is from correlation branch, its statistical society included 630 full-time physical education teachers' Chahar Mahal and Bakhtiari

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province primary, middle and secondary levels. 242 people were selected by kerjesi and Moorgan table and hierarchical random sampling. Three separate questionnaires were used for measuring 3 variables: organizational citizenships (Podsakoff et al [1990]), social capital (Hesami [2011]) and productivity of human sources (Honari [2002]).

Organizational Citizenship Behavior Questionnaire:

Organizational citizenship behavior questionnaire was prepared by Padsakov et al (1990). The questionnaire has 24 close questions with five Likert options (absolutely agree, agree, no comments, disagree, absolutely disagree) which get (5, 4, 3, 2, 1) scores, respectively. This questionnaire measures organizational citizenship behavior in 5 elements, helping, conscience, patience, goodwill and civic virtue.

Social Capital Questionnaire:

Hessami questionnaire (2012) was used for measuring social capital variable in this study. This questionnaire was selected based on SCAT model. It has 7 dimension of social capital including, interaction, trust, commitment, participation, insight, social norms and integration; with 46 questions.

Human Resources Productivity Questionnaire:

Henry questionnaire (1382) was used for measuring human resources variable. Dimensions and elements of this questionnaire have been driven from Hersi and Goldsmith theory and include 52 questions and 7 dimensions, power, job understanding, organizational support, motivation, performance feedback, environmental adaptation and credibility.

Method of nominal and content validity was used for evaluating questionnaires validity by professors of exercise management. In addition, coefficient of Cronbach Alpha was used for evaluating permanency [productivity questionnaire, 84%; Social capital questionnaire, 91%; and questionnaire of organizational citizenship behavior, 85%. The findings of questionnaires were analyzed by statistical methods in two levels: descriptive (frequency, present, mean and standard deviation) and inferential (tests of KS, Pearson correlation coefficient).

RESULT

Data distribution of main variables in the study was found based on KS test and table 1.

Table1. Results of KS Test about Normal Distribution Assumption of Data

Questionnaire	k-s-z	Significance level
Organizational citizenship behavior	1.154	0.139
Social capital	1.241	0.092
Human resources productivity	0.795	0.552

Based on results obtained from table 1, regarding that z value reported in KS test was not significant in any variable, we can accept normal distribution assumption with 0.95 confidence, and use parametric statistical analysis for data analysis.

Table 2 shows Pearson correlation coefficient for organizational citizenship behavior total scores with social capital in Physical Education Teachers of Chahar Mahal & Bakhtiari province.

Table2. Results of Pearson correlation coefficient between organizational citizenship behavior and social capital

Independent variable	Dependent variable	Frequency	R	Significance level
Organizational citizenship behavior	Social capital	230	0.14	0.033

Based on results from table 2, r shows a positive (not that much strong) and significant correlation between total scores of organizational citizenship behavior with social capital in physical education teachers of chahar Mahal & Bakhtiari province.

Table 3 shows results of Pearson correlation coefficient test for total scores of organizational citizenship behavior with human resources productivity.

Table3. Results of Pearson correlation coefficient test between organizational citizenship behaviors with human resources productivity

Independent variable	Dependent variable	Frequency	R	Sig. level
Organizational citizenship behavior	Human resources productivity	230	0.39	0.001

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Based on results from table 3, r shows a positive and significant correlation between total scores of organizational citizenship behavior with human resources productivity.

Table 4 shows results of Pearson correlation coefficient test for total scores of social capital with human resources productivity in physical education teachers of Chahar Mahal & Bakhtiari province.

Table 4. Results of Pearson correlation coefficient test between social capitals with human resources productivity

Independent variable	Dependent variable	Frequency	R	Significance level
Social capital	Human resources productivity	230	0.24	0.000

Based on results from table 4, r shows a positive and significant correlation between total scores of social capital with human resources productivity in physical education teachers of Chahar Mahal & Bakhtiari province.

DISCUSSION AND CONCLUSION

Today, sport and all its dimensions are one of strong devices for encountering by economical, cultural and social crisis in developed countries that sport organizations play important role for accessing to this object (salimi et al, 2012), therefore studying on sport organizations' variables is very important subject. Also using human resources properly in an organization can have lots of advantages; on the other hand not using it accurately can damage the organization (Jaberi et al, 2013).

Data analysis findings show that there is a positive and significant correlation between total scores of organizational citizenship behavior with human resources productivity in physical education teachers of Chahar Mahal & Bakhtiari province. In Barnard theory (1983) it is proposed that although official and control structure in organization has its position, but it cannot specify basic identity of cooperation systems. He argues that people willingness for coworkers' efforts is necessary in cooperation systems and people when making team and group, prefer group to individual tasks because of feeling safe and more abilities. This process form because of organizational citizenship behaviors, since in such atmosphere people have more job satisfaction and commitment.

Based on a work by Nielsen et al (2009) there is a positive and significant relationship between organizational citizenship behavior and organizational performance. In addition, there is a positive and significant relation between organizational citizenship behavior (based on a work by Arefi et al (2012)); between organizational citizenship behavior and moral behavior, corporate values, emotional commitment and procedural justice (Golparvar and Rafizadeh (2008)); between organizational citizenship behavior and organizational environment (Moradi (2009)); between organizational citizenship behavior and entrepreneurial culture variable and its subgroup variables (Moghimi (2006)). Thus it can be said improving organizational citizenship behavior causes enhancement of employees and human resources productivity.

Data analysis results show that there is a positive (not strong) and significant correlation between total scores of organizational citizenship behavior and social capital in physical education teachers in Chahar Mahal & Bakhtiari province. Ahmadi and Mohamadi Bolban Abad (2012) in a study investigated relation between social capital dimensions and organizational citizenship behavior in customs staff in Kordestan province. They found that there is significant and direct relation between social capital variable dimensions and organizational citizenship behavior in customs staff in Kordestan which is consistent with present study.

Data analysis results show there is a positive and significant correlation between total scores of social capital with human resources productivity in physical education teachers of Chahar Mahal & Bakhtiari province. Results obtained from this part are consistent with results from study by Ahmadi (2012), since he has found a positive and significant relation between social capital and efficacy of managers in Kordestan offices of finance.

Of the most important advantages of social capital we can name interaction, trust enhancement, cooperation facilitation (Ahmadi, 2012) which appears as proper relationship between teacher and student. Poutnam regards interaction norms one of the productive elements of social capital and believes that groups and societies that act based on norms, will overcome opportunism and collective action problems more effectively; it facilitates trust, participation and moral commitments and the

higher level of trust in the group, the more possibility of cooperation, participation and increased productivity.

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