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THE SURVEY OF CONCEPTUAL MODELING OF CAUSAL RELATIONSHIP BETWEEN ORGANIZATION COMMITMENT WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN CAMPUS RECREATION ADMINISTRATIONS

Mohammad Nasiri[1], *Ali Zarei[2] and Farshad Tojari[3]
Department of physical Education, Central Tehran Branch, Islamic Azad University, Tehran, Iran
*Author for Correspondence

ABSTRACT
Organizational Citizenship behaviors (OCB) are those behaviors for which employees are neither rewarded by the organization in monetary terms nor employees are forced to show such behaviors but it contributes a lot in organizational effectiveness. The aim of this study was to determine of Conceptual modeling of causal relationship between Organization Commitment with organizational citizenship behavior in campus recreation administrations of Islamic Azad University in Iran. This study was conducted in 470 campus recreation administrations of Islamic Azad University in Iran in 2014. In this cross-sectional study was performed on 224 randomly selected administrations. Data were collected through the "Organization commitment questionnaire" developed by "Allen and Meyer" and the "organizational citizenship behavior questionnaire" employed by Organ and Konovsky. Data were analyzed by descriptive correlation method and structural equation. The study of each individual aspect of organization commitment revealed that administration's Normative commitment and Affective commitment relationship with OCB were positively significant (P<0.001) while Continues commitment's relationship with OCB was not significant (P<0.05). As demonstrated by the findings of the present study, while the level of organization commitment was high among the administrators, the level of their organizational citizenship behavior was high.

Keywords: Organization Citizenship Behavior (OCB), Normative Commitment, Affective Commitment, Continues Commitment, Campus Recreation Administrations

INTRODUCTION
Organization citizenship behavior (OCB) is a term that encompasses voluntary positive behavior of employees of an organization, which support and benefit the organizations. The employees who engage in organizational citizenship behavior may not always be the top performers but they are ones who always make effort to 'go the extra mile' or 'go above and beyond' the minimum performance required to do a job satisfactorily that's why OCB can also be termed as positive extra-role behavior, means performing above and beyond the formal role. Organizational Citizenship Behavior (OCB) is one of the most widely studied topics in organizational behavior research in recent years (Podsakoff *et al.,* 1993; Hannam and Jimmieson, 2002; Zeuars *et al.,* 2000; Ensher *et al.,* 2001; Jahangir *et al.,* 2004; Lievens and Anseel, 2004; Emmerik *et al.,* 2005; Khalid, 2005).
This concept was introduced by Bateman and Organ (1980s) and latter on refined and strengthened by number of researchers such as (Podsakoff and Mackenzie, 1993; Jahangir *et al.,* 2004; Khalid, 2005). The (Organ, 1988) has identified five OCB dimensions namely altruism, courtesy, civic virtue, conscientiousness and sportsmanship. This is also known as Five Factor Model or Five-Dimension taxonomy.
Altruism, which refers to helping behaviors of members of organization aimed at other members of organization; Conscientiousness, which refers to helping behaviors of members of organization aimed at the organization as a whole; Sportsmanship, which refers to the willingness on the part of the employee to tolerate less than ideal circumstances without complaining; Courtesy, which refers to actions of employees aimed at the prevention of future problems; and Civic virtue, which refers to a behavior of organizational member show concern about the life of the organization.

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Determining how OCB contributes indirectly to an organization through the organization's social system has been of increasing interest to both scholars and managers. This behavior provides the necessary flexibility to work through many unforeseen contingencies, and it helps employees in an organization to cope with stressful conditions through interdependence (Smith *et al.,* 1983). The extant management literature suggests that OCB affects overall organizational effectiveness (Walz and Niehoff, 1996) and that managers often consider OCB when evaluating employee performance and determining promotions and pay increases (Podsakoff and MacKenzie, 1997). Thus, employees who engage in citizenship behavior are expected to have higher levels of job motivation and job satisfaction than employees who do not. Furthermore, it is suggested that these higher levels of OCB may lead to increased productivity and, consequently, higher profitability. Despite the growing interest in OCB, most researches have focused on a limited range of possible antecedents. For instance, (Organ and Ryan, 1995) conducted a meta-analytic review of 55 studies of OCB. Their review focused on job attitudes such as fairness, organizational commitment, leadership consideration and personality variables. Some studies have concluded that one aspect of job attitude, job satisfaction, is a good predictor of employee performance.

Organization Commitment and Organizational Citizenship Behavior
The concept of organizational commitment is an important factor for the workers to adopt the objectives of the organization, want to continue working at that organization, participate in the management and activities of the organization, and to have a creative and innovative attitude for the organization (Durna and Eren, 2005). Allen and Meyer (1990) described the concept of organizational commitment as a psychological state reflecting the relationship between the worker and the organization and resulting in the decision to continue working at that organization; and evaluated the concept to be the psychological approach of the worker towards the organization (Luthans, 1995; Mowday *et al.,* 1979) described organization commitment as believing and adopting the objectives and values of the organization, working more than required in order to realize the objectives of the organization and wanting to continue working in that organization and to be a member.

The concept of organizational commitment is conceptualized and classified in various ways in the literature. Organizational commitment is generally classified in terms of attitudinal, behavioral or multi-dimensional approaches (Celep, 2000; Özutku, 2008; Kardeş, 2009; Bakkshi *et al.,* 2011). The present study was based on the organizational commitment classification developed by Allen and Meyer (1990, 1991 and 1997) which includes affective, continuance and normative dimensions.

Affective commitment means that the individuals identify themselves with the organization, are happy to be a member of it and are strongly committed to it. Affective commitment is also defined as the will of the workers to continue working at that organization on an affective and volunteer basis. Workers having such a commitment to their organizations keep working there because they "want to", not because they "have to".

Continuance commitment means that the workers cannot take the risk to quit their jobs as they realize the cost of giving up the opportunities such as wage, pension rights and profit sharing. The fact that the worker keeps working at the present organization as there are no alternative job opportunities and s/he will experience difficulties in transferring his/her basic skills to another organization constitutes continuance commitment. Such commitment is also called as rational commitment, which means continuing being a member of that organization as leaving would cost high (Balay, 2000).

Normative commitment means that the workers feel committed to the organization and believe they should not quit their jobs because of the work ethic. This commitment is explained as the condition to continue working at the present organization because of working and some social norms feeling pressure and guilt. Workers with high normative commitment consider working at the organization to be their duty, and continuing working at the organization to be a proper behavior and an obligation because of their personal values and the ideologies causing this obligation.

Affective, continuance and normative commitments may be evaluated on an axis of desire, necessity and obligation. Workers having high affective, continuance or normative commitment to the
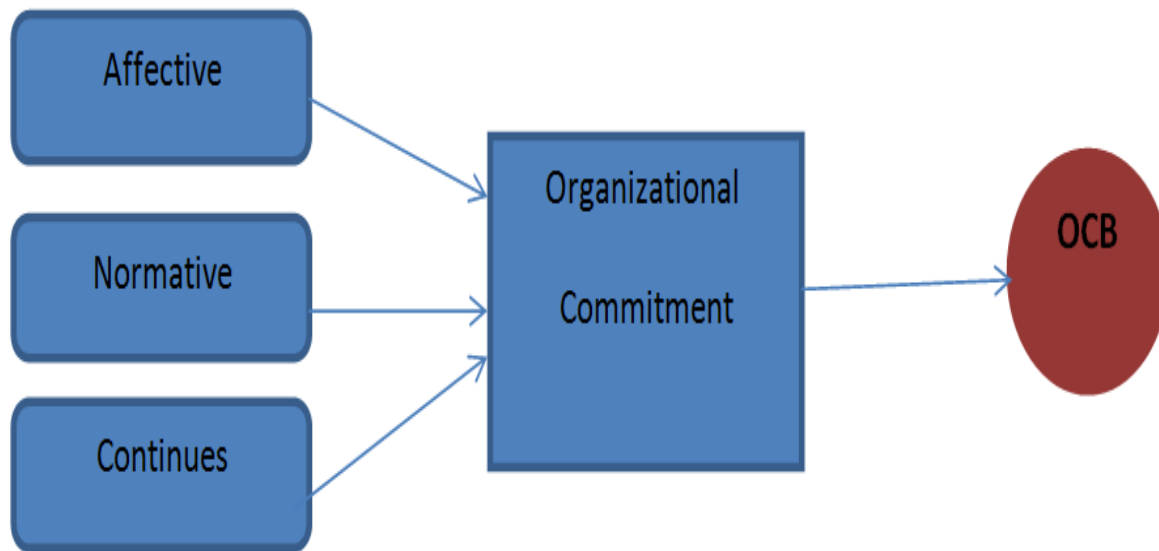
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organization tend to continue working as they feel "desire", "necessity" and "obligation", respectively (Meyer, Allen and Smith, 1993; Durna and Eren., 2005).

MATERIALS AND METHODS
Research Methodology
Research Design
The present research is descriptive-analytical because it will explain relationship among variables

Population; Sample and Sampling Technique
Population of this research consists of campus recreation administrations of Islamic Azad University in Iran in 2014 that were 470 men. 250men were taken as sample. Multistage sampling is a type of probability sampling design. Multistage sampling technique is used for drawing sample from the population. In final 224 subjects answered the questionnaire accurately.
Instruments
Two Questionnaires was used as a data collection instrument. Organizational citizenship behavior (OCB) and organizational commitment. Scale of organizational citizenship behavior is adopted from (Organ and Konovsky, 1996), this scale contains 15 items that divided 5 sections: Altruism, conscientiousness, sportsmanship, civic behavior, politeness and consideration. 5likert scale was used for obtaining structured responses which was also convenient in data analysis. Scale of organizational commitment is adopted from smith (Allen and Meyer, 1991), this scale contains 12 items that divided 3 sections: Normative commitment, Affective commitment, Continues commitment.
Hypothesis
H1: Normative commitment *is positively correlated with* OCB
H2: Affective commitment is positively correlated with OCB
H3: Continues commitment is positively correlated with OCB

RESULTS AND DISCUSSION
Profile of Respondents
A total of 250 questionnaires were distributed, of which 224 were successfully completed and used in this study. The response rate was 89%. The sample was composed of 95% males and 5% females. All of the respondents were Iranian.
Respondent's Demographic Profile

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Table 1

Demographics	Number of participants(*N*)	Percentage(%)
Gender		
Male	215	%95
Female	9	%5
Age		
20-30	4	%2
31-40	112	%50
41-50	87	%39
Above 51	21	%9
Education		
B.A	39	%17
M.A	167	%75
Above Ph.D	18	%8
Related field		
Physical Education	196	%88
Non-Physical Education	28	%12

H1: Normative commitment *is positively correlated with* OCB

Table 2

	R	R^2	Beta	F	P
Normative commitment	0.50	0.25	0.44	15.34	0.000

Dependent Variable: OCB

Table 2 shows that correlation between Independent variable (Normative commitment) and dependent variable(OCB) is 0.50 while regression coefficient R^2 is 0.25 which means that only 25% variation in OCB is due to Normative commitment and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.44 or 44% mean that if there is one unit increase in nature of job then OCB will increase by 0.44 units. F value is 15.34, it is greater than 10 so and P value is also less than 5% so model is fit. The results indicated that there is significant positive relationship (R=0.50, *p*<0.01) between Normative commitment and OCB, consequently hypothesis 1 is supported.

H2: Affective commitment is positively correlated with OCB

Table 3

	R	R^2	Beta	F	P
Affective commitment	0.87	0.75	0.61	21.42	0.000

Dependent variable: OCB

Table 3 shows that correlation between Independent variable(Affective commitment) and dependent variable(OCB) is 0.87 while regression coefficient R^2 is 0.75 which means that only 75% variation in OCB is due to nature of job and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.61 or 61% mean that if there is one unit increase in nature of job then OCB will increase by 0.61 units.

F value is 17.42, it is greater than 10 so and P value is also less than 5% so model is fit. The results indicated that there is significant positive relationship (R=0.87, *p*<0.01) between Affective commitment and OCB, consequently hypothesis 2 is supported.

H3: Continues commitment is positively correlated with OCB

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Table 4

	R	R^2	Beta	F	P
Continues commitment	0.22	0.04	0.17	5.65	0.000

Dependent variable: OCB

Table 4 shows that correlation between Independent variable(Continues commitment) and dependent variable(OCB) is 0.22 while regression coefficient R^2 is 0.04 which means that only 4% variation in OCB is due to nature of job and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.17 or 17% mean that if there is one unit increase in nature of job then OCB will increase by 0.17 units. F value is 5.65, it is lesser than 10 so and P value is also less than 5% so model is not fit. The results indicated that there is not significant positive relationship (R=0.22, p<0.01) between Continues commitment and OCB, consequently hypothesis 3 is not supported.

Conclusion
In the study, we used SEM to examine the three hypotheses, and we confirm two of them. organizational citizenship behaviors can be influenced positively by organizational commitments. These findings showed that higher quality of organizational commitments results in the employees' organizational citizenship behaviors very well. Affective organizational commitment means that the administrators identify themselves with the organization, are happy for being a member of the organization and are strongly and voluntarily committed to the organization, and indicates that the values of both the organization and the administrators are in harmony (Allen and Meyer, 1990; Balay, 2000; Balcı, 2000). Administrators with high normative commitment consider working at the organization to be their duty, continuing working at the organization to be a proper behavior and an obligation. Although this commitment type includes an obligation, this obligation is based upon virtuousness and ethicalness (Wasti, 2000). Administrators having this feeling feel that their organization cares for them, make investments to them and value them, thus feeling obliged to continue working at the organization (Erdoğmuş, 2006). A significant positive relationship was observed between organizational commitment and organizational citizenship behavior. There are studies supporting the findings of the present study in the literature. In the studies of (Bakhshi *et al.,* 2011; Güven, 2006; Bolat and Bolat, 2008) conducted upon the opinions of the workers in establishments; of (Çetin, 2011; Özcan, 2008; Yılmaz and Bökeoğlu, 2008; Mogotsi *et al.,* 2011) a significant positive relationship was found between organizational commitment and OCB. However, some studies did not support the findings of the present research. In the studies of (Fenton, 2004; Mercan, 2006), no significant relationship was found between organizational commitment and OCB. As demonstrated by the findings of the present study, while the level of organization commitment was high among the administrators, the level of their organizational citizenship behavior was high.

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