

## **ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WELL-BEING IN COACHES**

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### **ABSTRACT**

Instructors and coaches throughout societies play a leading role in improving Intellectual and cultural level of society through providing Education Services, thus Well-being and recognition of all their behaviors and attitudes must be taken into account. Organizational Citizenship Behavior is Of the most important factors that can be used to apply Instructors' behaviors, attitudes and interactions to provide high-quality education services that can be defined those behaviors that are not of official duties within organization, yet affecting organization's performance. This study aims to examine the relationship between Organizational Citizenship Behavior and Well-being. Statistical population consists of Instructors and coaches of schools across district 2, that 150 individuals taken as the sample regarding Cochran formula, and questionnaires were distributed among them, then collected and analyzed using survey method. Results indicate that firstly level of Organizational Citizenship Behavior and Well-being among instructors under study has been higher than average level, and there is a positive significant relationship among the components of Well-being including "life satisfaction, Positive emotions, work commitments, Motivation and self-acceptance" organizational citizenship behavior-organizational (OCBO) and Organizational Citizenship Behavior- Individual (OCBI).

**Keywords:** *Organizational Citizenship Behavior; Organizational Citizenship Behavior-organizational(OCBO); Organizational Citizenship Behavior- Individual(OCBI); Psychological Well-being; Mental Well-being; Socially oriented behavior*

### **INTRODUCTION**

Instructors and coaches throughout societies play a leading role in improving Intellectual and cultural level of society through providing Education Services, thus Well-being and recognition of all their behaviors and attitudes must be taken into account. Organizational Citizenship Behavior is of the most important factors that can be used to apply their behaviors, attitudes and interactions to provide high-quality education services (Hui and Lam, 2001).

Organizational Citizenship Behavior is of those behaviors that have been beyond the predefined official patterns used in the organization, and are not recognized with official structures, yet are so important in operating success of organization (Castro *et al.*, 2004).

Organizational Citizenship Behavior can be defined those behaviors which are not of official duties used in organization, yet affecting organization's performance. This type of behavior is such a metafunction's behavior, that is, it has been beyond employee's official roles and is not taken into account in official rewarding system of organization (Hui *et al.*, 1999). According to definitions above, it can predict that such a behavior affects employees' performance and attitude, and directs their activities towards aims of organization and finally affects quality of supplied services. Hence, with recourse to role of Organizational Citizenship Behavior and Well-being in Instructors in improving Intellectual and cultural level of society through providing Education Services, a study on the relationship between Organizational Citizenship Behavior and Well-being is of importance, through which a strong foundation to carry out this study can be provided.

### **Problem Statement**

Changing conditions governing organizations, increasing trend in competitiveness and necessity to effectiveness in current conditions reveal needing to employees within organization, mentioned that employees are the pillars within organization; without doubt, employees have essential role to

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differentiate effective organizations from others. Indeed, employees who work efficiently within organization and take step beyond their duties know their success dependant on organization (ZeinAbadi *et al.*, 2008). Today, effective and metafunction behaviors using arbitrarily and out of employees' official duties as well as not being encouraged by authorities, are called Organizational Citizenship Behavior. Scholars believe that all the organizations require employees intending to move beyond official obligations.

Organizational Citizenship Behavior as a social source in behavioral interactions has been directed to receive social-oriented rewarding. Hence, in case employees feel getting any benefit from organization, will increase their Organizational Citizenship Behavior Employees are not just expected to have more productivity, but also required increasing productivity through helping others. Importance of the concept "Organizational Citizenship Behavior" lies on a fact that organizational efficiency will increase organizational innovation and competitive advantage (Organ and Konovsky, 1989).

Nevertheless, many studies on Organizational Citizenship Behavior have ignored the relationship between Well-being and Organizational Citizenship Behavior among coaches and instructors, that this can be studied concerning two points: the first the important role of these variables has not understood yet, and the second the novelty of this topic might not have been evoked research incentive among coaches and instructors.

Well-being can be studied in two facets: subjective and mental facets. Well-being in subjective perspective turns back to concepts of "life satisfaction" and emotional reaction including Positive affect and Negative effect. Life satisfaction is a cognitive evaluation of person's life quality during his life resulting from his experiences (Erturk, 2007).

Positive emotion refers to wide altruistic feelings among individuals. In this context, Watson *et al.*, (1988) defines positive affect as the amount of enthusiasm, action and consciousness in the individual. Positive affect has a close relationship with high energy, total concentration and desired participation, yet low positive affect will be with sorrow and asthenia.

Social psychological studies have shown having positive mood evokes participation and reduces Aggressive mode (Isen and Baron, 1991). Further, negative affect refers to Distress, discomfort and dissatisfaction. Hence, these emotions can emerge in mental modes of individuals.

A study by George (1991) indicates that reporting positive mood would be resulted in high extent of Altruism and providing services for customers in workplace. On the other hand, (Oregon and Ryan, 1995) in a meta-analysis research reviewed Predictors of attitudes and interactions concerning organizational citizenship behavior, concluded that positive affect directs people in a way that the probability for their engagement in organizational citizenship behavior increases.

Raj and Kumar (2009) indicated that positive affects regardless of job satisfaction and employees' commitment lead to emerging organizational citizenship behaviors, concluded that individuals with high positive effects are more waged and have the feeling of well-being emerging in their behaviors and attitudes. Yet, well-being can be referred to a wide range of components and concepts in mental perspective. In this regards, the most important components for mental well-being include self-acceptance, Personality development, self-centered, environmental domination, humanitarian incentives, selfish motives, making positive relationships with others and commitments in work (Lavelle, 2008). Hence, given the importance of concepts "well-being and organizational citizenship behavior", this study addresses investigating the relationship between well-being and organizational citizenship behavior, because a comprehensive study on well-being and organizational citizenship behavior among coaches and instructors relies on recognizing factors related to such behaviors. In other words, well-being among coaches and instructors is one of the important characteristics related to organizational citizenship behavior.

### **Definition for the Concepts of Well-being and Organizational Citizenship Behavior**

Concept of organizational citizenship behavior. In the 1930s, Barnard proposed the phenomenon of organizational citizenship behavior, and he believed that person's inclinations to achieve organizational aims are necessary.

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In Barnard's viewpoint, efforts not just must be directed toward aims of organization, but also toward protecting the organization. he also believed that different factors influence organizational citizenship behavior mentioned as the tendency for cooperation, added that people's assistance that are beyond legal authorities have been cleared in defining organizational citizenship behavior (SobhaniNejad *et al.*, 2010). Yet, Batman and Organ (1983) for the first applied the term "organizational citizenship behavior" in field studies, defined it as a set of Voluntary behaviors that are not of individuals' duties, yet they are accomplished by them leading to improvement in duties and roles of organization. further, they have defined organizational citizenship behavior in two forms: a-positive assistance like cooperation, Punctuality and doing tasks beyond what specified as official duties of organization; b-Avoid abusive or malicious acts of damage to the organization together with annoying colleagues and organization that include avoiding complaint and blaming others for what are important.

Hence, the definition above addresses three characteristics of organizational citizenship behavior that the first is that the Voluntary behaviors must come to realize. The second is that the advantages come from this behavior all have organizational facet, and the third is that organizational citizenship behavior requires a multifaceted nature. Bolino and Toronto (2003) believe that organizational citizenship behavior generally includes two general components: the first is that it cannot be enhanced and accounted as technical facets of individuals' job, and the second is that organizational citizenship behavior results from Special and extraordinary efforts that organizations expect them from their employees to access success. Hence, in an overview, organizational citizenship behavior includes Voluntary behaviors by employees that are not from their official duties and are not considered by official rewarding system within organization, yet increases total effectiveness of organization, and the key elements for this definition include: a type of behavior that goes beyond what is officially defined by organization, a type of Specifiable behavior, behaviors that are not given with rewarding by organization and are not recognized by means of official structures, behaviors that are important for effectiveness and progress of organization (Bienstock *et al.*, 2003).

### **Models of Organizational Citizenship Behavior**

Three-dimensional model of organizational citizenship behavior in study by Borman *et al.*, (2001) has been established from three dimensions including: interpersonal citizenship behavior, occupational citizenship behavior and organizational citizenship behavior.

Interpersonal citizenship behavior is attributed to those behaviors that members at organization support it, helping them to have a big progress within organization by means of cooperative and facilitator efforts. Organizational citizenship behavior has been defined as a behavior which indicates commitment to organization by means of nationality, loyalty, obeying organizational rules and etc.

Finally, occupational citizenship behavior includes extra efforts beyond occupational obligations. further, Graham's models of organizational citizenship behavior within organization appear in three different types that include obedience, loyalty and organizational participation.

Organizational obedience: this term defines those behaviors recognized necessary and accepted in a reasonable structure of order and obligations. Indicators of organizational obedience includes behaviors like respect to organizational rules, do duties in complete and also do all obligations regarding organizational resources.

Organizational loyalty: organizational loyalty is different from loyalty to individuals and departments within organization, defining advocacy of employees to gain organizational benefits and support and defend organization.

Organizational participation: this term emerges with active involvement by employees in controlling affairs going on in organization that can include involvement in meeting sharing thoughts with others and being well-informed of current issues within organization.

### **Podsakoff's Organizational Citizenship Behavior has been classified in Seven Topics**

donation behavior: donation behavior includes Voluntarily helping others and/or avoiding any problem in job. The first part of this definition includes three dimensions of Altruism, mediation and encouragement defined by organ. The concept of interpersonal contributions by Graham and Williams and Anderson, the

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concept of interpersonal facilitation by Van Askatr, and the concept of helping others by Jones Brief, and Georg all indicate this type of behaviors. The second part of this definition defines helping others in form of avoiding any problem during work. Magnanimity and forgiveness: Magnanimity and forgiveness can be defined as tendency to withstand inevitable and annoying conditions without any complaint. Magnanimity and forgiveness can be also defined as employees' optimism in withstanding conditions that are not ideal. Organizational loyalty: this includes the concept of expanding good faith and support from organization by Georg, concept of Support, protect and defend the corporate objectives by Borman and his colleagues. Organizational loyalty is required due to improving organization's place for individuals out of organization. Support and defense against external threats and maintain commitment event in favorable conditions can be viewed as loyalty. Organizational obedience: this means obeying organizational rules and regulation defined by Borman, indicating acceptance of organizational rules, even in case there does not supervision. Hence, employees who obey all the rules and instructions even in case there does not exist supervision, can be good citizens. Personal Initiative: this type of organizational citizenship behavior is a metafunction behavior that goes beyond least needs, and samples of such behaviors include Voluntary creative behaviors and innovative design to improve personal duty and/or organizational performance. Civil behavior: civil behavior as macro level of interest or adherence to organization is a whole, that supervision on environment to recognize opportunities and threats with personal cost is a sample of these behaviors. Self-development: Self-development includes employees' Voluntary creative behaviors to improve knowledge, skills and abilities. The characteristic of such behavior lies on a fact that learning is a new set of skills to develop participation in organization. Hence, with respect to an overview of literature review, organizational citizenship behavior can be classified into two groups: organizational citizenship behavior-organizational (OCBO) and Organizational Citizenship Behavior- Individual (OCBI).

### **Concept of Well-being**

Rif believes that well-being means an attempt for improvement which manifests in person's abilities. Hence, well-being is an attempt for evolution in direction with realization of person's real potential abilities, including two mental and subjective dimensions. Factors developed subjective dimension include components of life satisfaction and positive and negative effect, and factors on mental dimension include components of life satisfaction, Positive emotions, work commitments, Motivation and self-acceptance (Podsakoff and Mackenzie, 1994).

### **An Overview of Literature Review**

An overview of literature review indicates researchers have studied organizational citizenship behavior as both dependent and independent variables. Tang and Ibrahim (1998) perceived that there exists a direct significant relationship between organizational citizenship behavior and internal and external satisfaction, self-esteem, decreasing Work Stress and realization of personal aims. Don (2005) in his study has perceived that organizational citizenship behavior is in a direct relationship with trust on colleagues, manager and students, as well as age and work experience of coaches. According to this report, younger instructors and coaches emerge organizational citizenship behavior more than others (Bugler and Samj, 2005). By an investigation into "effect of empowering coaches on Job commitment and organizational citizenship behavior in schools", concluded that coaches' organizational citizenship behavior associates to Job commitment. De Paula *et al.*, in a study perceived that coaches can help for students' learning and academic achievement. Shykavakn (2006) concluded that there exists a negative relationship between organizational citizenship behavior and mental exhaustion.

### **Aims of Study**

#### **The Main Aim**

Study the relationship between Organizational Citizenship Behavior and Well-being in Instructors in Tehran



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### **Secondary Aims**

- 1- Study the relationship between Organizational Citizenship Behaviour and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 2- Study the relationship between positive affect and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 3- Study the relationship between negative affect and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 4- Study the relationship between job commitment and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 5- Study the relationship between Organizational concern motives and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 6- Study the relationship between motives to social-oriented behaviours and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 7- Study the relationship between motives to management feeling and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 8- Study the relationship between self-acceptance and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)

### **Hypotheses of Research**

- 1- There is a positive significant relationship between Organizational Citizenship Behaviour and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 2- There is a positive significant relationship between positive affect and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 3- There is a negative significant relationship between negative affect and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 4- There is a significant relationship between job commitment and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 5- There is a significant relationship between Organizational concern motives and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 6- There is a significant relationship between motives to social-oriented behaviours and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 7- There is a significant relationship between motives to management feeling and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)
- 8- There is a significant relationship between self-acceptance and organizational citizenship behaviour-organizational(OCBO) and Organizational Citizenship Behaviour- Individual(OCBI)

## **MATERIALS AND METHODS**

### **Research Method**

Research method is one of the most important essentials to carry out a study. Method determines limits and criteria that must be taken into account in the academic research process. In this sense, there needs to introduce research method and its fundamental components. Introduce research method: this study in terms of research method is a descriptive survey method, because researcher strives to define and analyze data and achieve a reasonable outcome.

Introduce statistical population and sample: statistical population consists of all the coaches and instructors across primary schools-district 2, that all are 250 individuals of whom 150 individuals taken as sample using cochrane formula. Introduce a method for data collection: in this study, to collect data using quantitative method, a questionnaire based on Oregon Indicators (altruism, work conscientiousness,

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generosity, propriety and social customs) has been used to measure Organizational Citizenship Behavior-Individual (OCBI).

Podsakoff's index including organizational obedience, organizational participation, organizational loyalty and Deontology has been used to measure Organizational Citizenship Behavior that contains 5-item Likert scale. Furthermore, to measure indices of well-being, a questionnaire with 5-item likert has been used.

Validity and reliability: to measure validity, content validity and face validity Techniques using scholars' and researchers' views have been used, and also Cronbach's alpha coefficient has been used to measure reliability that its coefficient has been obtained above 0.8 for items.

## RESULTS AND DISCUSSION

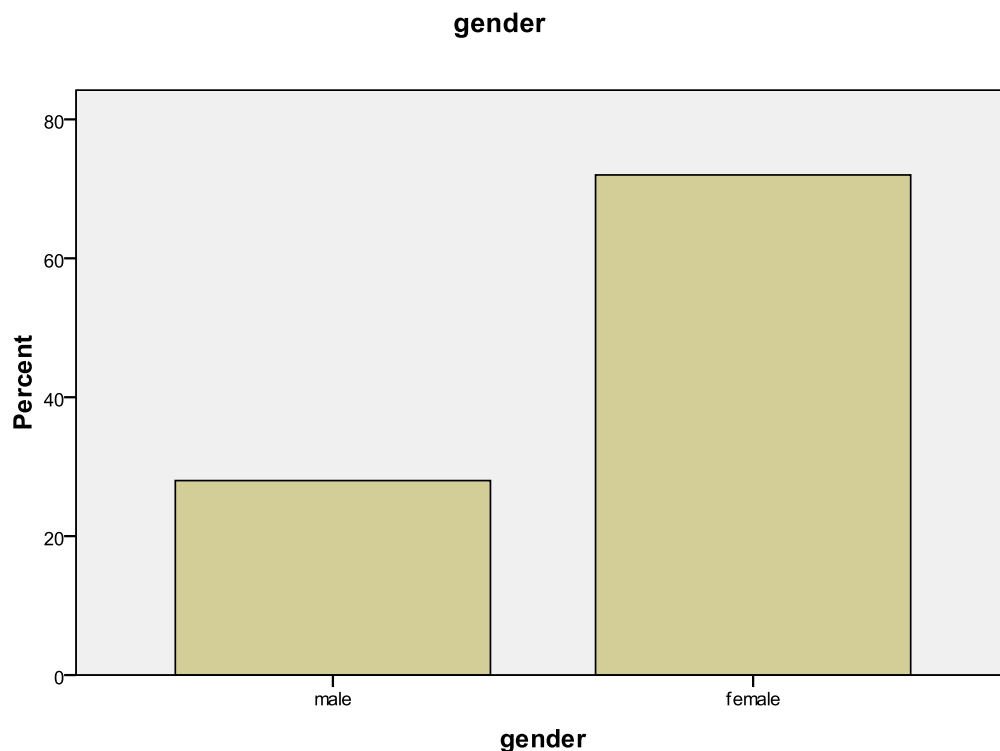
### Research Findings

#### Descriptive Findings

**Table 1: Frequency distribution in terms of coaches' and instructors' gender**

Variables	Frequency	Frequency percent	Percent validity	of Mode
Male	42	%28	%28	2
Female	108	%72	%72	
Sum	150	%100	%100	

Interpretation of table: statistics shown above in table indicates that 28% and 72% of the individuals in sample group are male and female, respectively. Further, the value for model is equal to 2 indicating the highest frequency for females. In other words, index of model is one of central indices that determine the highest frequency in distribution, that here equivalents to gender to females.



**Figure 1: Frequency distribution in terms of coaches' and instructors' gender**

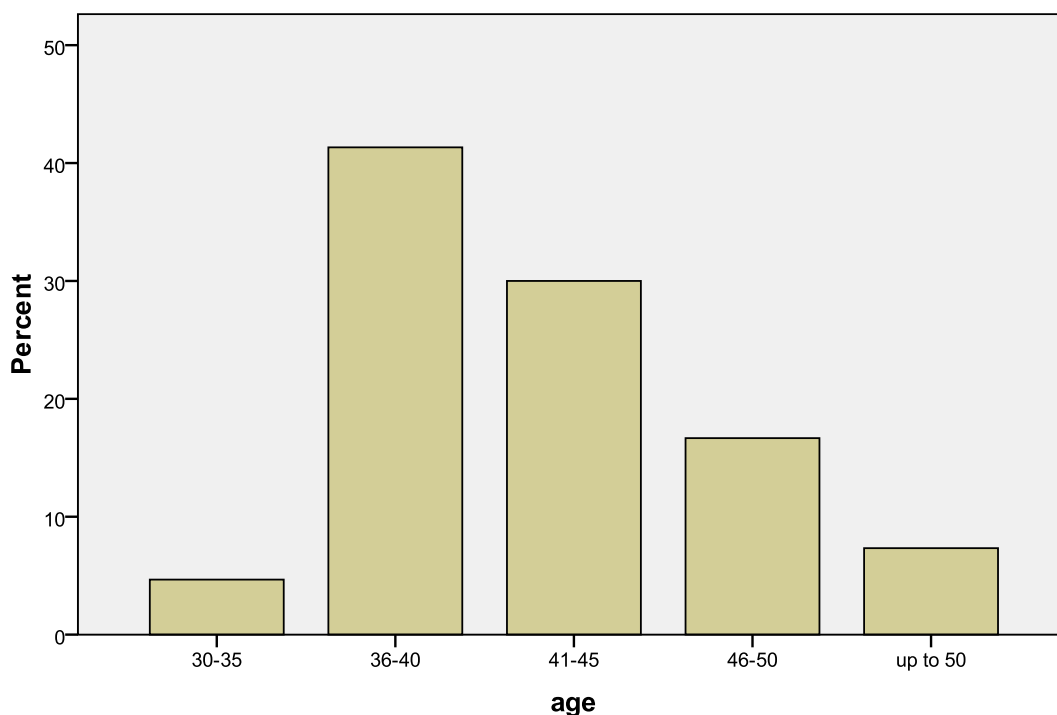
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**Table 2: Frequency distribution in terms of coaches' and instructors' age**

Variables	Frequency	Frequency percent	Percent validity	of Mode
30-35 years old	7	%4.7	%4.7	36.2
36-40 years old	62	%41.3	%41.3	
41-45 years old	45	%30	%30	
46-50 years old	25	%16.7	%16.7	
Elder than 50 years old	11	%7.3	%7.3	
sum	150	%100	%100	

Interpretation of table: statistics shown above in table indicates that 4.7%, 41.3%, 30%, 16.7%, and 7.3% of individuals are in age group 30-35, 36-40, 41-45, 46-50, and elder than 50 years old, respectively. The mean of age in individuals is 36.2 years old.

**age**

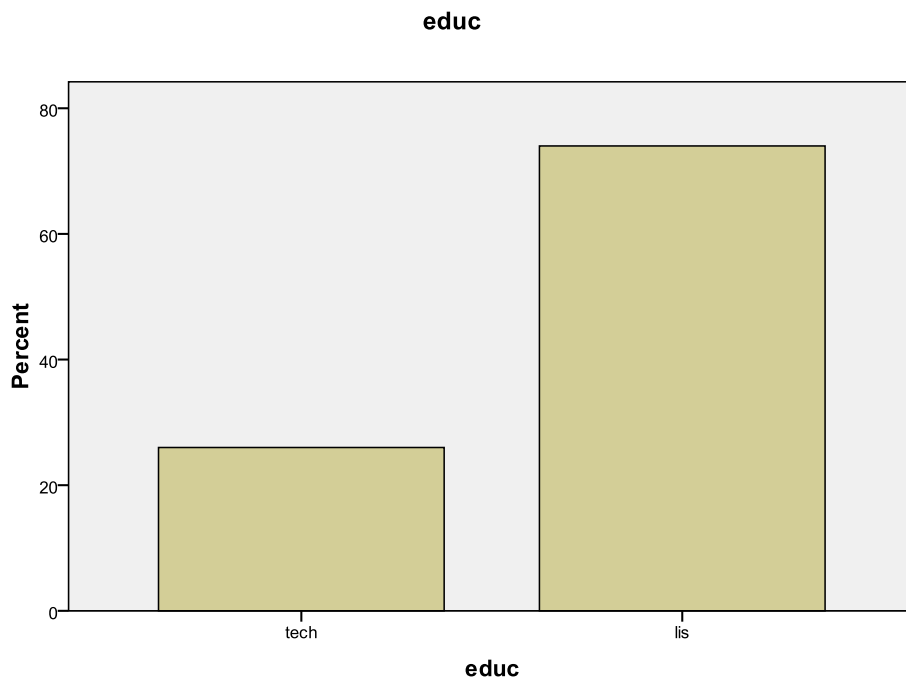


**Figure 2: Frequency distribution in terms of coaches' and instructors' age**

**Table 3: Frequency distribution in terms of coaches' and instructors' education status**

Variables	Frequency	Frequency percent	Percent validity	of Mode
Associate degree	39	%26	%26	2
Bachelor degree	111	%74	%74	
Sum	150	%100	%100	

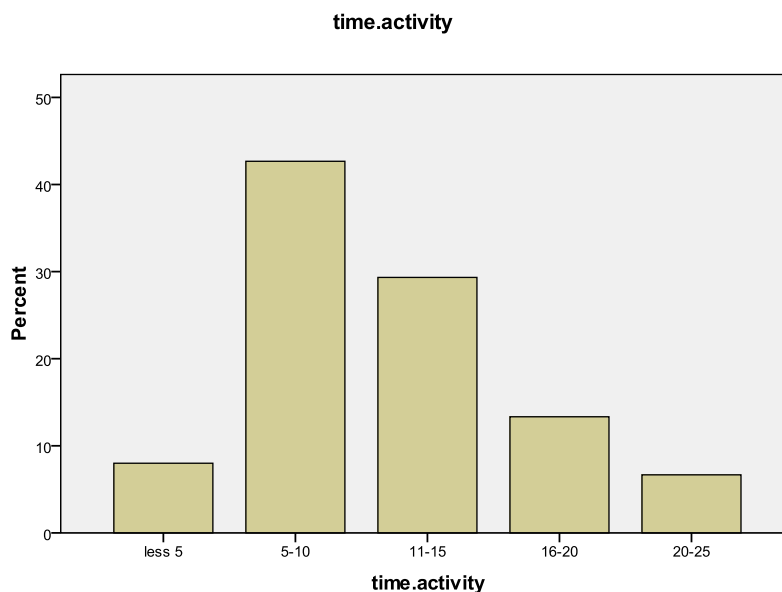
Interpretation of table: statistics shown above in table indicates that 26% and 74% of the individuals in sample group have associate and bachelor degree, respectively. Further, the value for mode is equal to 2 indicating the average education status among individuals as the bachelor degree.



**Figure 3: Frequency distribution in terms of coaches' and instructors' education status**

**Table 4: Frequency distribution in terms of coaches' and instructors' work experience**

Variables	Frequency	Frequency percent	Percent validity	of Mode
Lower than 5 years	12	%8	%8	15.1
5-10 years	64	%42.7	%42.7	
11-15 years	44	%29.3	%29.3	
16-20 years	20	%13.3	%13.3	
21-25 years	10	%6.7	%6.7	
sum	150	%100	%100	



**Figure 4: Frequency distribution in terms of coaches' and instructors' work experience**



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Interpretation of table: statistics shown above in table (4) indicates that work experience of 8%, 42.7%, 29.3%, 13.3%, and 6.7% of individuals is Lower than 5 years, 5-10, 11-15, 16-20, and 21-25 years, respectively. The mean value for work experience of employees equals to 15.1 years.

**Table 5: Ineasure mean and standard deviation for components of well-being in instructors and coaches**

Variable	Mean	Standard deviation
Life satisfaction	3.83	0.659
Positive affect	3.42	0.799
Negative affect	3.62	0.986
Job commitment	3.64	0.788
Motive to organizational concern	3.61	0.632
Motive to social-oriented behaviors	3.59	0.760
Motive to management feeling	3.64	0.726
Self-acceptance	3.96	0.722

In table above, mean and standard deviation of well-being components have been measured. In this sense, as observed, mean of all components is greater than 3. In other words, components of well-being for coaches and instructors are in range of 3-4, indicating that the value of components is greater than average and almost in a high level.

**Table 6: Measure mean and standard deviation for components of organizational citizenship behavior-organizational (OCBO)in instructors and coaches**

Variable	Mean	Standard deviation
organizational obedience	3.88	0.709
organizational participation	3.90	0.658
organizational loyalty	3.96	0.758
Deontology	3.86	0.691

In table above, mean and standard deviation for components of organizational citizenship behavior-organizational (OCBO) have been measured. In this sense, as observed, mean of all components is greater than 3. In other words components of organizational citizenship behavior-organizational (OCBO) for coaches and instructors are in range of 3-4, indicating that the value of components is greater than average and almost in a high level.

**Table 7: Measure mean and standard deviation for components of Organizational Citizenship Behavior- Individual (OCBI) in instructors and coaches**

Variable	Mean	Standard deviation
altruism	3.89	0.636
work conscientiousness	3.91	0.633
generosity	3.82	0.610
propriety	3.69	0.723
social customs	3.61	0.693

In table above, mean and standard deviation for components of Organizational Citizenship Behavior-Individual (OCBI) have been measured. In this sense, as observed, mean of all components is greater than 3. In other words components of Organizational Citizenship Behavior- Individual (OCBI) for coaches and instructors are in range of 3-4, indicating that the value of components is greater than average and almost in a high level.

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### Inferential Findings

Before testing hypotheses, firstly validity of constructs “organizational citizenship behavior-organizational (OCBO) and Organizational Citizenship Behavior- Individual (OCBI)” must be investigated. For this, there needs to use Confirmatory factor analysis techniques. factor analysis is a Multivariate method that sets a specific relationship as a Theoretical model among a large set of variables. This method is based on this hypothesis that observed variables are linear combinations of hypothesis variables, that is, a set of infrastructure factors and a set of observed variables are taken into account. Indeed, there exists a specific relationship between these two sets, and factor analysis method applies this method to address inferential analysis on them. One use of factor analysis is testing deliberate combination of several variables to measure a construct that is called confirmatory factor analysis.

### Measure Validity of Construct Organizational Citizenship Behavior-organizational (OCBO)

The components used in construct “organizational citizenship behavior-organizational (OCBO)” include organizational obedience, organizational participation, organizational loyalty and Deontology. After validity of variables estimated via criterion of KMO that is obtained for this construct as 0.8, then Eigen value and corresponding variances with agent can be calculated.

**Table 8: Estimate Eigenvalue and corresponding variances with agent**

Component	Calculated Eigen value Sum	Determined variance	Cumulative percentage
1	3.412	85.295	85.295
2	0.386	9.644	94.934
3	0.108	2.692	97.637
4	0.095	2.365	100

In table above, Eigenvalue and determined variance by each agent have been obtained. Since, all agents have defined a high percent of the first agent, and define over 85%, thus the next agents are not extracted, because the undetermined variance value is so low, and another agent is not developed. Hence, it can state as referred to high confidence that agents above are highly important in forming agent “organizational citizenship behavior-organizational (OCBO)”, indicating the importance for 85% in forming this construct. Hence, validity of construct is confirmed.

**Table 9: Determine factor loads**

	Factor load to the first agent
organizational obedience	0.021
organizational participation	0.787
organizational loyalty	0.940
Deontology	0.953

Factor load means correlation between each observed variable and agent, that is, the factor load indicate the extent to which association exists between each observed variable and agent. Mathematically, factor load is a quantity that its square is a ratio of a certain varied variance that is calculated by means of a certain factor. In table above, component “Deontology” enjoys the highest correlation coefficient with organizational citizenship behavior-organizational (OCBO), yet, all the components enjoy a very high factor coefficient.

### Measure validity of construct “Organizational Citizenship Behavior- Individual (OCBI)”

The components used in construct “Organizational Citizenship Behavior- Individual (OCBI)” include altruism, work conscientiousness, generosity, propriety and social customs. After validity of variables estimated via criterion of KMO that is obtained for this construct as 0.8, then Eigen value and corresponding variances with agent can be calculated.

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**Table 10: Estimate Eigenvalue and corresponding variances with agent**

Component	Calculated Eigen value Sum	Determined variance	Cumulative percentage
1	3.667	73.339	73.339
2	0.943	18.854	92.191
3	0.162	3.243	95.435
4	0.118	2.359	97.794
5	0.110	2.206	100

In table above, Eigen value and determined variance by each agent have been obtained. Since, all agents have defined a high percent of the first agent, and define over 73%, thus the next agents are not extracted, because the undetermined variance value is so low, and another agent is not developed. Hence, it can state as referred to high confidence that agents above are highly important in forming agent “Organizational Citizenship Behavior- Individual (OCBI)”, indicating the importance for 73% in forming this construct. Hence, validity of construct is confirmed.

**Table 11: Determine factor loads**

	Factor load to the first agent
altruism	0.917
work conscientiousness	0.877
generosity	0.882
propriety	0.812
social customs	0.876

**Table 12: Testing hypotheses**

Variable	1	2	3	4	5	6	7	8	9	10
OCBO	1									
P. value										
OCBI	0.858	1								
P. value	0.000									
Life satisfaction	0.805	0.720	1							
P. value	0.000	0.000								
Positive affect	0.470	0.413	0.563	1						
P. value	0.000	0.000	0.000							
Negative affect	-0.052	-0.013	0.001	-0.002	1					
P. value	0.522	0.875	0.223	0.981						
Job commitment	0.735	0.561	0.540	0.260	-	1				
P. value	0.000	0.000	0.000	0.001	0.006					
Motive to OC	0.253	0.210	0.318	0.637	-	0.099	1			
P. value	0.002	0.010	0.000	0.000	0.740	0.226				
Motive to PV	0.427	0.615	0.444	0.240	-	0.869	0.048	1		
P. value	0.000	0.000	0.000	0.003	0.231	0.000	0.556			
Motive to IM	0.359	0.524	0.331	0.015	-	0.726	0.039	0.835	1	
P. value	0.000	0.000	0.000	0.067	0.446	0.000	0.633	0.000		
Self-acceptance	0.339	0.339	0.371	0.147	0.021	0.452	0.018	0.483	0.431	1
P. value	0.000	0.000	0.000	0.072	0.802	0.000	0.825	0.000	0.000	

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Factor load means correlation between each observed variable and agent, that is, the factor load indicate the extent to which association exists between each observed variable and agent. Mathematically, factor load is a quantity that its square is a ratio of a certain varied variance that is calculated by means of a certain factor. In table above, component “altruism” enjoys the highest correlation coefficient with Organizational Citizenship Behavior- Individual (OCBI), yet, all the components enjoy a very high factor coefficient.

The relationship between research components has been measured based on Spearman's rank correlation coefficient. In this regard, testing hypotheses can be interpreted based on table above.

-the first hypothesis states that There is a positive significant relationship between Organizational Citizenship Behavior and organizational citizenship behavior-organizational(OCBO) and Organizational Citizenship Behavior- Individual(OCBI), thus given value of coefficient and error level less than 0.01(P-Value<0/01), the relationship is a positive significant relationship at 99% confidence level.

-the second hypothesis states that There is a positive significant relationship between positive affect and organizational citizenship behavior-organizational (OCBO) and Organizational Citizenship Behavior-Individual(OCBI), thus given value of coefficient and error level less than 0.01(P-Value<0/01), the relationship is a positive significant relationship at 99% confidence level.

-the fourth hypothesis states that There is a significant relationship between job commitment and organizational citizenship behavior-organizational (OCBO) and Organizational Citizenship Behavior-Individual (OCBI), thus given value of coefficient and error level more than 0.01(P-Value<0/01), the relationship is a positive significant relationship at 99% confidence level.

-the fifth hypothesis states that There is a significant relationship between Organizational concern motives and organizational citizenship behavior-organizational (OCBO) and Organizational Citizenship Behavior-Individual(OCBI), thus given value of coefficient and error level more than 0.01(P-Value<0/01), the relationship is a positive significant relationship at 99% confidence level.

-the sixth hypothesis states that There is a significant relationship between motives to social-oriented behaviors and organizational citizenship behavior-organizational(OCBO) and Organizational Citizenship Behavior- Individual(OCBI), thus given value of coefficient and error level more than 0.01(P-Value<0/01), the relationship is a positive significant relationship at 99% confidence level.

-the seventh hypothesis states that There is a significant relationship between motives to management feeling and organizational citizenship behavior-organizational (OCBO) and Organizational Citizenship Behavior- Individual(OCBI), thus given value of coefficient and error level more than 0.01(P-Value<0/01), the relationship is a positive significant relationship at 99% confidence level.

-the eighth hypothesis states that There is a significant relationship between self-acceptance and organizational citizenship behavior-organizational (OCBO) and Organizational Citizenship Behavior-Individual (OCBI), thus given value of coefficient and error level more than 0.01(P-Value<0/01), the relationship is a positive significant relationship at 99% confidence level.

Further, to forecast organizational citizenship behavior-organizational (OCBO) and Organizational Citizenship Behavior- Individual (OCBI) through variables and components of well-being, Multivariate regression statistics is used.

**Table 13: A summary on regression model**

Row	Model	Multiple correlation coefficient	Determination coefficient	Adjusted Determination coefficient
1	OCBO	0.839	0.705	0.688
2	OCBI	0.834	0.695	0.678

Table above defines the relationships among components of well-being and Organizational Citizenship Behavior. According to this table, multiple correlation coefficients in model of organizational citizenship behavior-organizational (OCBO) is 0.839 and determination coefficient is 0.70, where Multiple

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correlation coefficient and determination coefficient are equal to 0.834 and 0.69 in model of Organizational Citizenship Behavior- Individual (OCBI). In other words, components of well-being define and forecast 70% of organizational citizenship behavior-organizational (OCBO), and 69% of Organizational Citizenship Behavior- Individual (OCBI).

**Table 14: ANOVA analysis and determine the significance level of model**

Model	f-statistics	p-value
OCBO	42.0432	0.000
OCBI	40.157	0.000

According to f-statistics and error level ( $P\text{-Value} < 0/05$ ), it can conclude that the relationship is significant at 99% confidence level. In other words, there is a significant relationship between variables of well-being and Organizational Citizenship Behaviors.

**Table 15: The weighted regression coefficients**

OCBI			OCBO		
Components of model	Standard B	P-Value	Components of model	Standard B	P-Value
Life satisfaction	0.415	0.000	Life satisfaction	0.712	0.000
Positive affect	0.026	0.705	Positive affect	0.054	0.420
Job commitment	0.473	0.000	Job commitment	0.284	0.003
Motive to OC	0.000	0.998	Motive to OC	0.015	0.810
Motive to PV	0.051	0.699	Motive to PV	0.235	0.073
Motive to IM	0.021	0.847	Motive to IM	0.088	0.385
Self-acceptance	0.003	0.962	Self-acceptance	0.038	0.461

According to Beta-value and error level, it can say that just variables of life satisfaction and job commitment can forecast Organizational Citizenship Behaviors in both models.

### Discussion and Conclusion

Descriptive findings in the present paper indicate that level of Organizational Citizenship Behavior and well-being in all components among coaches is higher than average. This is not far from our imagination for teaching that is professional depending on coaches' enthusiasm.

Yet, this finding is in accordance with previous theories and studies, mentioned that level of Organizational Citizenship Behavior goes beyond average level in studies by Ibrahim and Tang, Bugler and Samj. In general, there are on the whole eight hypotheses on difference between well-being and Organizational Citizenship Behavior in coaches, that seven hypotheses were significant at 99% confidence level, and no significant relationship was between negative affect and Organizational Citizenship Behavior.

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