Investigating the Relationship between Organizational Spirituality With Organizational Citizenship Behavior (OCB) and Productivity Among Middle School Teachers

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Abstract

The main objective of this study is to investigate the relationship between organizational spirituality with organizational citizenship behavior and productivity among middle school teachers of Nikshahr County in 2014-15 school years. This is an applied study as well as descriptive-correlational type in terms of the nature of the subject and objectives of the study. The statistical population consists of all middle school teachers of Nikshahr County that are 164 persons. To implement the study, 113 people were selected of the statistical population in a stratified random sampling. Millman's standard questionnaire with the reliability of 0.90, Organ and Kanoski's questionnaire of organizational citizenship behavior with the reliability of 0.75, and Hersey and Goldsmith's standard questionnaire with the reliability of 0.86 have been used to measure workplace spirituality, citizenship behavior and labor productivity, respectively. The information obtained was analyzed at the level of inferential statistics (correlation coefficient and multivariable regression tests). The results showed that there is a positive and significant relationship between organizational spirituality with organizational citizenship behavior and teachers' productivity.

Keywords: organizational spirituality, citizenship behavior, productivity, teachers

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Introduction

Education can be regarded as one of the fundamental pillars of society because sustainability of survival and development of any society depends on the quality of its education [1]. The most important factor of productivity in organizations and finally the whole society is human resources and prosperity of any society lies in the improvement of and training its human resources. That's why organizations, with the help of human resources and behavioral specialists, take employees' training into a special consideration [2].Spirituality at workplace is a person's efforts to find a purpose in life, belonging and solidarity with colleagues and others in the workplace, and harmonization and alignment with the values and goals of organization [3].In general, the dimensions of spirituality that have been identified by authorities for this variable are: meaningful work, sense of belonging and solidarity, alignment and compliance with organizational goals; and religious trends (religiosity). 1. Meaningful work: this organizational spirituality dimension shows how employees interact with their chores. There is an assumption about organizational spirituality that everyone in the organization has the motivation and hope that is busy with work that gives a broad sense to its life and others' [3].2. The sense of belonging and solidarity in the organization: feelings of solidarity at work is based on the belief that people consider themselves dependent on others and there are some types of relationships between their and others' inner self [4] 3. Alignment with organizational values: organizational individuals have a strong sense of personal values alignment with goals and missions of organization. With the improvement and enhancement of spiritual atmosphere of organization directors may promote organizational commitment, and subsequently individual and organizational performance. Presumably, this is because the people with a sense of mental security feel that they are valued and appreciated and they deserve a respectful behavior, in such a situation the organization's members would have a feeling of being targeted, self-confident a well as a sense of belonging and [5]. Organizational spirituality is positively related to the dimensions of organizational development (OD). Spirituality at work means a person reaches to its end potential capability. As a result, organizational spirituality is associated with the dimension of personal development organizational and organizational development as well. Also, the role of organizational spirituality in improving organizational effectiveness explains the variable relationship with other dimension of organizational development [6].Organizational citizenship behavior has Been defined as the organizations' ability to infer the employee that is beyond its task [7]. Organizational citizenship behavior increases the ability to recruit and make use of labor by creating favorable feelings in in the organizations employees. Moreover, a reduction has observed in quitting work and absenteeism intention in the show of high levels of organizational citizenship behavior in organizations. It also increases customer satisfaction as well as reduces complaints [8]. Expert authors have divided the organizational citizenship behavior dimensions into five categories that are: 1. Altruism: altruism has been defined as a dependent-promotional behavior for improving the relationship at work and focusing on reconciliation of employees including activities such as desire to voluntarily cooperate in the work of other employees or evaluate partners at their work [9]2. Conscientiousness: means that employees in the role behaviors, take action more than the minimum level they are requested [10].Conscientious people can do their jobs with minimal errors [11].Moreover, the conscientious people are reliable, competent and diligent. They lay the ground for creativity in solving problems and make the use of more methods and thoughts in their jobs resulting in more productivity and organizational effectiveness [12].3. Tolerance: situations where people do not complain, but they have a positive attitude. 4. Glorification: pleasurable behaviors that employees do for others. 5. Civic virtue: suggestions provided by responsible employees and participate in the organization life policy [10].Spirituality in the workplace indirectly and through employees' attitudes

impact organizational citizenship behavior [13]. Labor productivity is a key factor in any country and it's related to the fact that labor productivity depends on the availability and quality of resources force and functional techniques. Labor productivity has a significant impact on the production and capital process and capital production affects the countries' completion in global markets [14].Labor productivity is also as a reflection of the health of the state's economy [15]. [16]in a research entitled as "Investigating the relationship between organizational spirituality and organizational citizenship behavior" concluded that there is a positive and significant relationship between spirituality in the workplace (organizational spirituality) and organizational citizenship behavior of employees in social security organization of Tuyserkan city. In addition, based on the results obtained, there is a positive and significant relationship between spirituality at workplace with all components of organizational citizenship behavior.[2]examined the relationship between organizational spirituality and spiritual intelligence with employees' job stress in a military university, the results showed that there was a negative and significant relationship between spirituality and job stress. The relationship between spiritual intelligence with job stress was negative and significant as well. Also in terms of organizational spirituality, there was no significant difference between male and female. There was no significant difference observed between the groups in terms of organizational spirituality comparison with education level, and there was ultimately a significant difference between the groups in terms of organizational spirituality comparison with work experience. In a research conducted by [6], who studied organizational spirituality as an effective step in improving organizational citizenship behavior of the case study of Zahedan municipality, concluded that there was a positive and significant relationship between organizational spirituality and organizational citizenship behavior of employees and all components of organizational spirituality are effective on the emergence of citizenship behavior. At the meantime, individual religiosity and spirituality

have had the most correlated with organizational citizenship behavior. The results of a study conducted by [17], which examined the impact of spirituality at work with organizational citizenship behavior with an emphasis on the intermediary role of organizational commitment, showed that spirituality at work has a determining impact on helping behavior, verbal behavior and organizational commitment of employees. [17]in their study entitled as "The relationship between spirituality in the workplace and organizational citizenship behavior" concluded that there is a positive and significant relationship between spirituality at work with organizational citizenship behavior. [19]in their study found a positive and significant relationship between spirituality and positive results of work. In a study conducted by [20], spirituality at work has shown a positive effect on organizational citizenship behavior. Also [21]showed a significant association between ict organizations, use of ict, ict skills development, ict trade with labor productivity.[22].showed that there is a positive relationship between innovation and productivity. In this study, we want to study that what relationship is between organizational spirituality and organizational citizenship behavior and productivity of teachers. So the research hypothesis is presented in this way: There is a significant relationship between organizational spirituality and citizenship behavior and productivity of teachers.

Research method:

This is an applied research, and due to the nature of the subject and objectives the study research is descriptive correlational. The statistical population consists of all middle school teachers (male and female) of Nikshahr County in 2014-15 school years that are 164 persons. The sample size was selected 113 people using Morgan table and in a stratified random sampling method. A standard questionnaire by Millman et al. (2003), Organ and Kanoski's (1996) questionnaire of organizational citizenship behavior, and Hersey and Goldsmith's (1980) standard questionnaire have been used to measure workplace

spirituality, citizenship behavior and labor productivity, respectively. To assess the validity of workplace spirituality questionnaire, organizational citizenship behavior and labor productivity of the questionnaires were provided to university professors to comment on the appropriateness of the items and components with the scales. The employees' workplace spirituality questionnaire consists of 14 items, organizational citizenship behavior questionnaire consists of 15 items and finally the questionnaire of labor productivity consists of 27 items in which Likert 5-point scale has been used. The questionnaires' reliability for organizational spirituality, organizational

citizenship behavior and organizational productivity was calculated, using Cronbach's alpha, as 0.90, 0.75 and 0.86, respectively. And data was analyzed using Pearson correlation coefficient and multivariable regression through spss software (version 21).

Findings

Of the total number of respondents (113 people), 60persons (53.1%) are male and 53 persons (49.6%) are female, also 113 people (11.5%) have associate's degree, 80 people (70.8%) have bachelor's degree, and 20 people (17.7%) have Master's degree.

Table 1: Mean and standard deviation of the respondents in variables of spirituality, organizational citizenship behavior and employees' productivity

variable	mean	SD	N
Organizational spirituality	49.92	10.61	113
Organizational citizenship behavior	49.23	7.68	113
productivity	71.95	15.18	113

As it can be seen in Table 1, the mean and standard deviation of organizational spirituality are 49.92 and 10.61 respectively, the mean and standard deviation of organizational citizenship behavior are 7.68, and 49.23 respectively, and the mean and standard deviation of productivity are 71.95 and 15.18, respectively.

Hypothesis: there is a significant relationship between organizational spirituality with organizational citizenship behavior and productivity of teachers.

Table 2: Correlation between organizational spirituality, organizational citizenship behavior and productivity

Variable	Organizational spirituality	Organizational citizenship behavior	Labor productivity	sig
Organizational spirituality	1			**0.00**
organizational citizenship behavior	0.678	1		**0.00**
Labor productivity	0.615	0.503	1	**0.00**

As it can be seen in Table 2, the correlation coefficient of organizational spirituality is 0.678 with organizational citizenship behavior and 0.615 with labor productivity and the correlation coefficient of labor productivity is 0.503 with organizational citizenship behavior. Also the significant level of organizational spirituality is 0.00 with organizational citizenship behavior and labor productivity which is less than 0.05 per cent, therefore it's not significant so the null hypothesis is rejected and the research hypothesis is accepted, i.e. there is a positive and significant relationship between organizational spirituality with organizational citizenship behavior and labor productivity, the correlation achieved is positive, that means with an increase of organizational spirituality, organizational citizenship behavior and increase teachers' productivity will increase. Also the results show that the correlation between organizational spirituality and organizational citizenship behavior is stronger.

Table 3: Table of coefficients of regression, correlation and determination

Variable	Constant value	Beta value	T	p	R	R2
organizational citizenship behavior	-2.59	0.505	6.96	0.00	0.755	0.56
Labor productivity		0.361	4.99	0.00		

Considering the results in Table 3, both variables of organizational citizenship behavior and labor productivity significantly predict organizational spirituality. The correlation coefficient between these two variables is 0.755, which generally predicts 0.56 percent of change in organizational spirituality.

Table 4: Analysis of variance (ANOVA) for significance of regression

Model	Sum of squares	DF	Mean of squares	F	Sig
regression	7180.99	2	3590.49	72.73	0.00
remaining	5430.43	110	49.36		
Total	12611.43	112	-		

Based on the results in Table 4, the value of F obtained (72.73) that is significant at the error level smaller than 0.01, indicates that independent variables have a high explanatory power and they are able explaining the rate of change and the variance of dependent variable well. In other words, the research regression model is a good model by which we can explain the variability of dependent variable of organizational spirituality based on the two independent variables.

Discussion and conclusion

The results of this research were aligned with the results of research conducted [2,6,16,17,18,19,20,21,22,23,24,25,26]. There is a direct correlation between organizational spirituality and organizational performance. Today, many people are feeling dissatisfaction and insecurity at work [26].Spirituality causes the individual to achieve a high level of awareness and therefore improve its intuitive abilities. The intuition, in turn, is considered as a valuable guide as well as a management skill which leads to personal and organizational productivity. Employees who are strongly

seeking to preserve organizational values will likely have high personal responsibility for the success or failure of organization. Clear spiritual view, meeting individual interests, provides a strong link between employees and organization. Consequently, it increases motivation, teamwork and commitment to organizational goals [6].With the improvement and strengthening the spiritual atmosphere in the organization, managers may promote organizational commitment, and subsequently individual and organizational performance. Presumably, this is because the people with a sense of security feel that they are valued and appreciated and they deserve a respectful behavior. In such a situation, the organization members feel being targeted, self-confident and they would have a sense of belonging and satisfaction [5].In a research by [27]with a subject of assessing the impact of spirituality on labor productivity resources in libraries found that there is a positive correlation between spirituality and labor productivity. [25]in his research entitles as "Employees' attitude toward organizational citizenship behavior and its relationship to productivity of employees in hospitals of Tehran University of Medical Sciences showed that there is a significant relationship between organizational citizenship behavior and productivity of the employees. Also [23]in their research on "Studying the relationship between organizational citizenship behavior and labor productivity from the perspective of the staff in Tehran teaching hospitals found that there is a significant relationship between organizational citizenship behavior and productivity of employees from the perspective of the staff in hospitals under study. [24]in a study entitles as "The relationship between organizational citizenship behavior (components of organizational loyalty, organizational obedience, and personal development) and productivity of human resources among the staffs in selected hospital of Tehran Medical Sciences and Shahid Beheshti Universities, found that there is a significant relationship between organizational citizenship behavior and productivity of the staff from their perspective in hospitals where they are working. This means that organizational citizenship behavior has influenced productivity of the employees in these hospitals. [28]showed that spiritual employees have more meaningful and purposeful experiences and works; so they are more appreciative and present more citizenship behavior and then he notes in his results that organizational spirituality is formed by connecting with other people and this makes employees with spirituality to be more sensitive towards the needs of others, and as a result, leading to more citizenship behaviors. Tepper also showed that spiritual employees are accustomed with challenges that require faith, stability and forgiveness, so positive relational/ family behaviors are more common in them.

Given that the results indicate a positive correlation between organizational spirituality with organizational citizenship behavior and labor productivity, the items below are recommended for more productivity of organization: attitude of education administrators and consequently principals towards the phenomenon of spirituality at work can help to improve the behaviors, so schools performance would be raised in this way. Therefore managers should give serious attention to the subject of spirituality at work and attempt to improve spirituality at work. Managers can, taking measures such as job rotation, job enrichment and empowerment of employees, as well as attention to make work enjoyable, improve employees' perceptions of feeling spirituality at work, since a sense of solidarity is one of the components of organizational spirituality, it is suggested, creating an intimate atmosphere based on collaboration among teachers, to reduce teachers' stress and create a kind of social capital at school through which the feeling of solidarity of teachers will increase. A survey of employees about the values of education and attention to health, morale and living conditions of teachers can be led to accept the goals and values of education by teachers. It's recommended to superior managers to take spiritual needs of teachers into account, trying to create a dynamic and provocative environment. Therefore, taking such measures we can hope teachers to enjoy their work, and as a result display more citizenship behaviors

and they will have more productivity and more individual productivity will finally cause to increase organizational productivity as well.

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