The Relationship between Organizational Trust, OCB and Performance of Faculty of Physical Education

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Abstract

Exercise is a socio-cultural phenomenon, which is a dynamic alliance of social institutions. It should be considered as part of the formal requirements of the population. The purpose of this study is to determine the relationship between organizational trust, organizational citizenship behavior (OCB) and performance of Physical Education teachers in Islamic Azad University of Rasht in Iran. The aim of this study is to be applied, and the methods are descriptive and correlational research. The method of data collection is a fieldwork one. The population of the study consisted of all Physical Education Faculty in Islamic Azad University of Rasht (n=20). Samples were selected and considered. Data tools are questionnaires. The organizational trust used Chia and Yoo questionnaire by modifying Moghimi and Ramazan (2011). To measure OCB a Podsakoff questionnaire was used. To measure organizational performance, Hersey and Goldsmith questionnaire was used. The descriptive statistics were used to calculate the central tendency and dispersion. Inferential statistics were used to determine the KS test for normal data. Pearson's test was conducted to investigate the correlation with the software SPSS 20. The results showed that there was a significant relationship between organizational trust and OCB (r= 0.37), and between organizational trust and organizational performance (r=0.76), as well as between the OCB and organizational performance of Physical Education teachers (r=0.40), in Islamic Azad University of Rasht (P< 0.05).

Keywords: organizational trust, organizational citizenship behavior, organizational performance.
Introduction

In an organization, each individual to progress and achieve career goals need to improve their position. This recognition means that s/he is aware of the strengths and weaknesses of their performance and behavior. Organizations need to understand the performance of their employees, to improve the situation on the basis of their human resources. Thereby, they increase the volume of production and services, and create positive change in their movements. With the spread of the phenomenon of globalization, the importance of trust is considered significantly in the social, economic, political and organizational atmospheres. Trust is essential for organizational success, continual changes in roles and technology, as well as in the design of jobs and responsibilities (Danaei Fard and et al, 2009).

In general, psychologists have described trust and confidence as one of the fundamental pillars of personal development. Today, scholars of other disciplines, describe processes of confidence in the business environment, as a strategy of inclusive participation and organizational behavior (Gareth & Jenes, 1998).

Studies show that confidence is affected by intrapersonal and interpersonal effects inside and outside the organization. Trust is a strong relation to the commitment in the relationship (Park, 2009).

Performance is measurable outcomes of decisions and actions of the organization. It is indicative of the earned success and achievements. Costs are a central part of the performance, at the same time. Performance is also about “the goal of competitive and non-material development, such as reliability, flexibility, quality and speed (Tangen, 2004).

Sink (1991) argued that “performance measurement is a mystery….complex, frustrating, difficult, challenging and important”. There are two mainstream performance measurements: economic approach that emphasizes the importance of external factors of market such as, competitive position, and an organization that is based on behavioral and sociological perspective and its compatibility with the environment. In the evaluation strategy, both economic and institutional factors actually are emphasized as factors affecting performance (Andrews, 1971).

Kane (1996) identifies unnoticeable performance as a process and it is separate from organization goals.

Bernadin (1995) claims that performance is nothing expect a work results because these results are the strongest relationship with organization leading goals.

Another variable in this study is organizational citizenship behavior or actions beyond the duties of employees. Despite the obvious impact on the performance of organizations, organizational citizenship behavior was ignored in the past. In fact, in the initial interpretation, these behaviors were considered outside the scope of the job (Bienstock et al, 2003).
Organ says that organizational citizenship behavior, is not the official functions of the organization, but it impacts the performance (Organ, 1998).

This type of behavior is extra-role behavior, which is located in intra-role behavior. The intra-role behavior refers to the behavior of the job that is expressed in the job description. The role of formal organization is recognized and rewarded by the formal system. But an extra-role behavior refers to the practice of occupational beyond the formal employee behaviors that are optional, and are not usually considered in formal organizational reward systems (Hui 1999).

As a result, behavior is beyond the normal duties of their job. Among these types of behavior unnecessary conflict are avoided, and colleagues are helped to at work, and so they are involved in organizational activities (Robbins, 2001).

There has been a growing interest in the study of organizational citizenship behavior because there has been a lack of consensus about its dimensions in the history of literature. Podsakoff Survey (2000) identified approximately 30 different types of organizational citizenship behavior (Wang et al, 2005). Dimensions have attracted the most attention among researchers included: altruism, work ethic, respect for others, fairness and forgiveness and civil behavior (Podsakoff, 2000, Organ, 1995, Wang, 2005).

Berry and et al. (2011) in a study called” The Five-Factor Model of Personality Traits and Organizational Citizenship Behaviors: A Meta-Analysis” found that, conscientiousness, emotional stability, and extraversion have similar magnitudes of relationships with citizenship and task performance, whereas openness and agreeableness have stronger relationships with citizenship than with task performance (Berry and et al, 2011).

Li Ning et al (2010) did a study on 200 Chinese employees and found that, having a proactive personality was associated with employees establishing a high-quality exchange relationship with their supervisors. In turn, the quality of leader–member exchange was associated with greater job satisfaction and more organizational citizenship behaviors. (Li Ning et al, 2010).

Joanne Mc Neish et al (2013) in their research, examine trust in knowledge sharing within the organization day to day operations. They examined the relationships between the individual and the group which offered positive result focusing on knowledge sharing and trust (Joanne Mc Neish and et al, 2013).

Daneshfard and Sheydaee (2012) in a study entitled "Relationship between organizational citizenship behavior and educational performance of Islamic Azad University in Bonab," concluded that there is a significant relationship between organizational citizenship behavior component of teachers with their educational performance. Also, most of the relationship is between tolerance and academic performance, and the lowest relationship is between participation and academic performance (Daneshfard and Sheydaee, 2012).

Moosakhani and et al. (2012) examined the relationship between organizational citizenship behavior and performance of employees. The results showed that there is a
significant correlation between organizational citizenship behavior and performance staff (Moosakhani and et al, 2012).

Research was conducted to examine the relationship between organizational citizenship behavior and performance. The results showed that there is a direct and significant correlation between organizational citizenship behaviors which varies by performance (Moosakhani and et al, 2012).

Joanna paliszkiewicz (2012) examined the empirical research that was conducted in enterprises from Mazovia Province in Poland. According to the research, there is positive correlation between managers’ orientation on trust and organizational performance (Joanna paliszkiewicz, 2012).

Xiao and et al. (2010) examined the impact of trust and organizational commitment on organizational performance. The findings showed that the confidence of individual and institutional trust has little impact on performance. Also the impact of trust and organizational commitment and its role in improving the performance of organizations are greater than the impact of individual trust and organizational commitment (Xiao and et al, 2010).

Because of Youth and Sports organization, responsibility for policy, planning, guidance and supervision of the country's sports have a key role in improving organizational performance. So it is a heavy burden on business process improvement, business creation and entrepreneurship development in sports; and the promotion of confidence and organizational citizenship behavior organization. Also there has not been research on the topic of current research. The researchers, in this study, examine the relationship between organizational trust, organizational citizenship behavior and performance of physical education teachers in Islamic Azad University of Rasht.

Method

The aim of this study is to be an applied research. The methods are descriptive and correlational. The method of data collection is fieldwork. The population of the study consisted of all physical education teachers in Islamic Azad University of Rasht (n=20). Thus the sampling was non-random targeted sampling methods. Data were collected by three questionnaires to reach three goals.

1- To study the organizational trust, we used, Chia and Yoo questionnaire by modifying Moghimi and Ramazan (2011). This questionnaire has three dimensions of trust based on knowledge (4 items), trust-based effect (4 questions) and tend to trust (4 items) based on the Likert scale. The reliability of the questionnaire was determined using Cronbach's alpha (0.93).

2- To measure OCB, we used a Podsakoff questionnaire based on five dimensions of Oregon. It has a 24 item questionnaire that prepared five alternatives based on the Likert scale. Its dimensions included generosity, altruism, socially consciousness and courtesy. The reliability of the questionnaire was determined using Cronbach's alpha (0.64).

3- To measure organizational performance questionnaire, we used «Achieve» Hersey and Goldsmit. They involve the ability, help, environment, credit, incentives, and evaluation, respectively. The questionnaire was developed based on the Likert scale and reliability as well
as (0.86). Content and formal validity of each questionnaire was approved by experts and university professors. The descriptive statistics were used to calculate central tendency and dispersion, and inferential statistics were used to determine the KS test for normal data. To investigate the relationship between variables, we used the correlation coefficient with the software SPSS 20.

**Result**

The results showed that there is a significant relationship between trust and organizational citizenship behavior (r=0.37) and between organizational trust and organizational performance (r=0.76). The same relationship exists between components citizenship behavior and organizational performance (r=0.40) of physical education teachers in Islamic Azad University of Rasht.

Trust and organizational citizenship behavior coefficient of determination is \( R^2 = 0.13 \). it is \( R^2 = 0.57 \) between organizational trust and organizational performance. It is \( R^2 = 0.16 \) between components citizenship behavior and organizational performance percent of the variance to forecast each other. Correlation of test results is shown in Table 1.

<table>
<thead>
<tr>
<th>Variables</th>
<th>The correlation coefficient</th>
<th>( R^2 )</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational trust</td>
<td>0.37</td>
<td>0.13</td>
<td>0.01</td>
</tr>
<tr>
<td>OCB</td>
<td></td>
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<tr>
<td>Organizational trust</td>
<td>0.76</td>
<td>0.57</td>
<td>0.001</td>
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<tr>
<td>Organizational Performance</td>
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<tr>
<td>OCB</td>
<td>0.40</td>
<td>0.16</td>
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<td>Organizational Performance</td>
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**Discussion**

The most important step in any research is its conclusion. Obviously, research is done in every field with special purposes and motivations. However, what is most important are the results and achievements that they can conclude and manifest. In fact, this stage is knowledge production. The results pave the way to effective research studies. This study aimed to talking about the relationship between organizational trust, organizational citizenship behavior and performance of physical education teachers in Islamic Azad University of Rasht.

The research findings suggest that there is a significant relationship between trust and organizational citizenship behavior of physical education teachers in Islamic Azad University of Rasht. The results of this study are in line with Lee et al. (2010) research. In a study of Lee et al. (2010) they dealt with "the role of proactive personality in job satisfaction and organizational citizenship behavior ". They conducted research on 200 Chinese employees, to reach the conclusion that a character starts to increase job satisfaction and behavior organizational citizenship.
Joanne Mc Neish and et al. (2013), in a study entitled "Knowledge sharing and Trust in organizations," concluded that positive knowledge focuses on trust. So the results of this study are in line with Joanne Mc Neish and et al research.

The second finding of this study suggests that there is a significant relationship between organizational trust and organizational performance of physical education teachers in Islamic Azad University of Rasht. The results of this study are in line with Joanna paliszkiewicz (2012) research. Joanna paliszkiewicz in a study entitled “Manager’s orientation on Trust and organizational performance. “ with the effect of trust managers and organizational performance in one of the companies in Poland, found that there is a positive correlation between the tendency to trust managers and organizational performance.

Xiao & et al. (2010) in their research "Trust, relationship commitment and cooperative performance: supply chain management, Chinese management studies ", found that confidence in personal and institutional trust, has little impact on performance, as well as the impact of trust and organizational commitment and its role in improve organizational performance is more than the effect of individual trust and organizational commitment. Thus the results of this study are in line with Xiao & et al. research.

The third finding of this study showed that there is a significant relationship between the components of organizational citizenship behavior and organizational performance of physical education teachers in Islamic Azad University of Rasht. The results of this study are in line with Moosakhani and et al. (2012) and Daneshfard and Sheydaee (2012) research.

Moosakhani and et al (2012) in a study titled "Review of the relationship between organizational citizenship behavior and performance of staff” found that there is a significant correlation between organizational citizenship behavior and performance of employees.

Daneshfard and Sheydaee (2012) in a study entitled "Relationship between organizational citizenship behavior and educational performance of Islamic Azad University in Bonab” concluded that there is a significant relationship between organizational citizenship behavior components of teachers with their educational performance.

In the bureaucratic system, all managers have been trying to obtain greater efficiency, while preserving the hierarchy of the organization pyramid. There are so superficial and unreliable relations between individuals. But human and democratic value system, however, creates true and reliable relationship between people. In such an environment, the opportunity is given to the organization and its members, as long as they could go. On this basis, according to residents, it is a rising in democratic value system. Based on the importance of citizens, being perceived as one of the most important resources, their behavior can also be seen as very important. Hence many researchers have tried to analyze the behavior of citizens.

In general, citizenship behavior is a valuable and useful behavior that occurs in people voluntarily. Thus, the study of such behavior in the organization, which is known as organizational citizenship behavior, is very important.
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