

## Designing Structural Equation Modeling of Organizational Citizenship Behavior Influences on Success of Educational Institutions (Case study: Kanoon Qlmchy)

Elnaz Naser Torabi<sup>1</sup>, Ebrahim Hadadi<sup>2\*</sup>, Aleme Keikha<sup>3</sup>

<sup>1</sup>.Department of Management, college of human sciences, Islamic Azad University, Zahedan Branch, Zahedan, Iran

<sup>2</sup>.Associate Professor, Department of Management, college of human sciences, Islamic Azad University, Zahedan Branch, Zahedan, Iran

<sup>3</sup>.Faculty member, University of zabol, Zabol, Iran

### Article history:

Received date: 28 August, 2016

Review date: 7 October 2016

Accepted date: 25 October 2016

Printed online: 1 September

### Keywords:

Organizational Citizenship Behavior,  
Kanoon Qlmchy Success,

### Abstract

**Purpose:** the aim of the current study was to Designing Structural Equation Modeling of Organizational Citizenship Behavior Which Influences on Success of Kanoon Qlmchy as a famous Educational Institutions **Method:** The method of the current research descriptive and case study: Statistical population consists of all the employees of Qlmchy Kanoon of Zahedan, Tehran and Mashhad which consists of 353 persons who were selected through simple random sampling. Researchers made questionnaire was employed for data collection. **Finding:** The result showed that "organizational citizenship behavior on Kanoon Qlmchy Success has been significant through Mediator variables including "Leadership with vision" and "tactics coordination of activities and it has a relatively strong relationship. It was confirmed that the five dimensions of organizational citizenship behavior, including altruism, work ethic, Attention and respect, fairness and citizenship behavior has an impact on Kanoon Qlmchy Success. All variables have relatively high correlation. **Discussion.** Acceptable responsive and well-designed Organizational Citizenship Behavior lead to high success in Educational Institutions.

Please cite this article as: Naser Torabi, E., Hadadi, E., Keikha, A. (2016). Designing Structural equation modeling of organizational citizenship behavior influences on success of educational institutions (Case study: Kanoon Qlmchy). *Interdisciplinary Journal of Education*, 1, 1, 60-70.

\* Corresponding author Email: [ab.haddadi@yahoo.com](mailto:ab.haddadi@yahoo.com)

### 1.Introduction

At the moment, many educational institutions in the country level have act to provide educational services to the student community of the country (Abareshi and Husaine, 1391). Between all of them what see more highlight that some success is more evident and some are less successful. Among kinds of indicators that can be listed for an educational institution, are: experience, consulting, support, publications, programs of equal opportunity, leadership with vision, scholarships, web, direct and indirect test, educational resources, social responsibility and there are other factors that they are considered beyond the individual and organizational tasks and they entitled organizational citizenship behavior are considered.

Organizational Citizenship Behaviors (OCB) is spontaneous behaviors and it puts Staff in a position that they Voluntary act beyond expectations of duty and their job description. Such behaviors are effective on organizational performance of staff. On the other hand, Manufacturing and service organizations are always looking for the quality Improvement of their products and services In today's competitive environment and in this regard, the success factors are considered as effective factors on achieving competitive advantage for these organizations, because The output quality of these institutions play an important role in improving the performance of the organization. Organizational Citizenship Behaviors (OCB) by strengthening the leadership along with insight, Tactics coordination of activities with community members makes organizational support.

### 2.Research Background

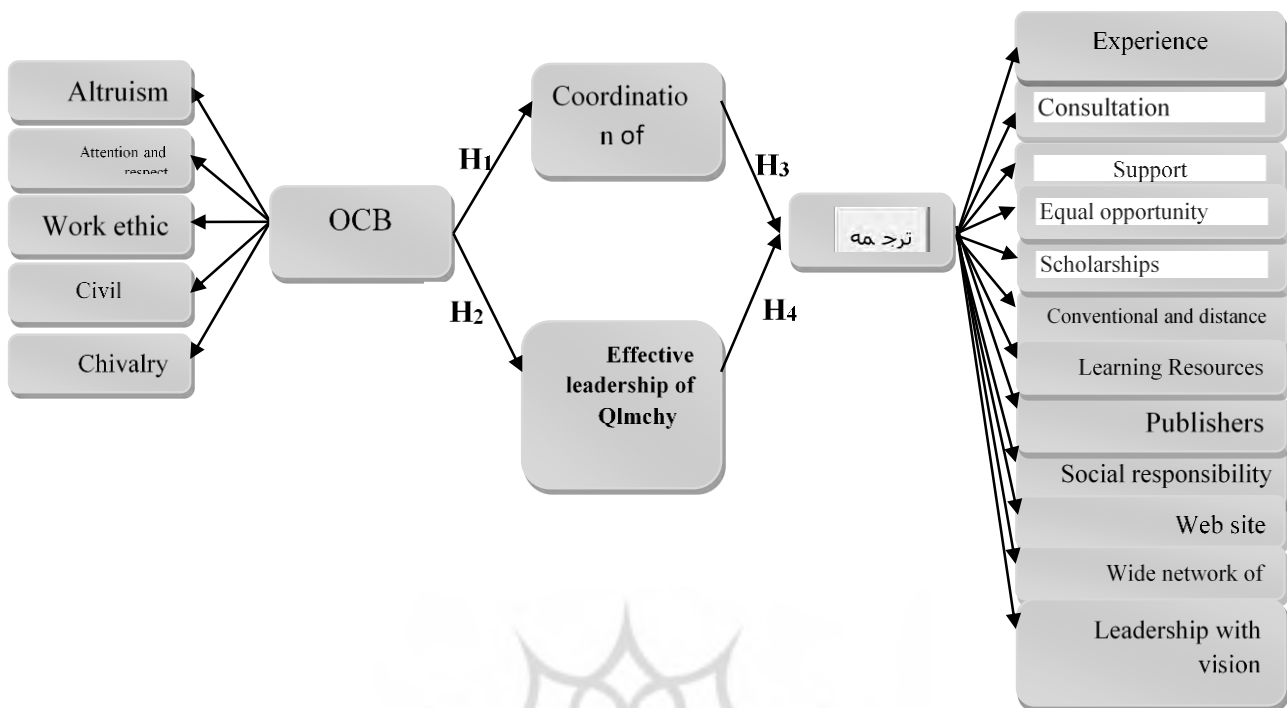
The employees despite Organizational Citizenship Behaviors (OCB) have earned more coordination and integration, and it was effective on the success of educational collections. Today, studies on organizational citizenship behavior have increased in various fields, but there is little study in terms of its impact on the success of the education systems. The purpose of this paper is to provide a structural model of organizational citizenship behavior impact on the success of training centers using the "leader with vision" and" tactic coordination of activities" that it is effective. With expressed Explanations, Kanoon Qlmchy Benefits several success factors for managing the organization in comparison with its competitors (educational group of Jucar "gauge" and option two) that some of which are presented in the following table:

Table 1. Factors and indicators of Kanoon Qlmchy success compared to "Gauge" and "option two

Option two	Qlmchy	Gauge	Factor/indicator
11 years The	21 years (so Qlmchy is more experienced)	6 year old	Experience
Internet and writing	Every week	once a month Consultations	Consultant
Has not	It has supporter (Curriculum and Follow-up lesson, Consultations one-minute in test session - giving national record and Consultant and Analysis of the Workbook	Has not	Support
Has not	Profile page on the site for students, Backup, Parents, other Kanoon, Secretaries, Homepage mother. Records of children, The strengths of children ,Backup reporting to parents	Has not	

Has not	Book Publishing in undergraduate and graduate primary, secondary, high school and university entrance exams	Press of book to exam (primary, secondary, high school and university entrance exams)	Publications
Very little (maybe a few times a year)	Equal opportunity programs (TV and radio) checking of Exam questions, educational advising, and ... Everyday	Has not	Equal opportunity program
-	Success is no accident that most of single digit ranks of country are Focal.	-	Leadership / slogan / insight
Hasn't	There is Looking back at the tests	Hasn't	Scholarship
-	There are scholarships	-	Web, website
-	Web Card (SMS Workbook , Intuitive book , Chart of lesson Development , test)	-	Verbal test
once every three weeks	once every two weeks	Test once every two weeks	Distance test
Has	Has	Hasn't	Educational resources
Hasn't -	Educational CD with the test Online tests abroad	No CD with test	social responsibility
	Build schools and libraries for charity in order to advance knowledge and education in the country. Qlmchy Foundation in 1378 was dedicated to the public.		

Now the question arises that having metrics such as: experience, counselor and whether success is achieved and or leadership (along with insight) will come to help and or there are some other factors to achieve success? This study has examined also in addition to these questions, the organizational citizenship behavior and its effect on success and its relationship with the other components, but generally the main question of study focused on the following issue. Which components of organizational citizenship behavior have an impact on the Kanoon Qlmchy success? Thus, the conceptual model (Figure 1), including: organizational citizenship behavior, coordination of activities at the Kanoon Qlmchy, effective leadership with vision and the Kanoon Qlmchy success.



### 3.Method

According to the purpose, that the method of Analysis of "variance - variance " is used for doing it among Inferential procedures. the Statistical community of study includes employees of Kanoon Qlmchy of Zahedan, Tehran, Mashhad (353 = N) that using the sampling table Patton (2002), 301 of them were selected as simple by using of random sampling method for the study. The main instrument for gathering data and questionnaire Information consisted of five parts. first part related to general information (sex, age, education, work experience, organizational position) and the second to fifth parts related to questionnaire that they were asked in the form of questions of "organizational citizenship behavior", "leadership with vision and coordination tactic of activity» "success factors of Kanoon Qlmchy " and in form a range of five options "Likret" from "very low" to "very high". The used statistical methods in this study were correlation analysis using software SPSS16 structural equations modeling using software AMOS22. Structural equation modeling is method that it is used for showing, estimating and testing of the hypotheses about the relationship between covert and overt variables (Zampatakys and Mustakys, 2006). This approach consists of two phases, namely the measurement model and structural model (Anderson and Garbing, 1988). In the first stage, measurement model, validity (validity) and reliability (trust) of the latent variables of study is investigated by using confirmatory factor analysis (CFA). At this stage, t value and Structures validity (AVE) is used to determine the validity and combinatorial reliability (CR), as well as Cranach's alpha coefficient is used to evaluate the reliability of the measurement instrument. If the value of t be significant at the level of one or five percent, the amount of AVE will be higher than 0.5, the amount of CR will be higher than 0.6 and Cranach's alpha coefficient will be higher than 0.7 and validity and reliability of study Tool will be appropriate and acceptable (Fornell and Larker

1981, Raykevo 1998). In the second phase, the causal relationship between latent variables of study (structures) was investigated by the structural model. To evaluate the fitness of the final model in this study, based on proposal of Baumgartner and Homburg, 1995, shock, et al., 2004 were used index of Chi-square ( $\chi^2$ ), fitness index (GFI), Not soft fitness index (NNFI), incremental fitness index (IFI) , comparative fitness index (CFI), root mean of square error of approximation (RMSEA) and index of mean square residual (RMR) is used to assess the fitness of measurement and structural model of study . Since there isn't the Exact threshold (Criterion) for this index, the broader agenda has been proposed in the below literature: If the value of ( $\chi^2$ ) is not significant, and the amount of indexes CFI, IFI, NFI, and CFI are higher than 0.90, the amount of RMSEA is less than 0.05 and the amount of RMR is less than 0.10, the model fitness is appropriate and acceptable ( Kalantary 1388, Human . 1390, Ghasemi 1389, Arobrokek ,1390).

#### 4. Findings

The results of study showed that 110 respondents (54/36%) were men and 191 (46/63%) of respondents were female and 120 of the respondents (87/39%) were between 15 and 20 years, 136 (18/45%) were between 20 and 25 years, 45 patients (95/14%) were more than 25 years. education level of 35 respondents (63/11%) were First and second High school, 20 (64/6%) were the third and fourth high school, 65 people (59/21 percent) were pre-university, and 57 people (94/18 percent) diploma and Advanced diploma, 96 people were Bachelor (89/31) and 28 people (9.30) were bachelor and higher. Regarding the experience and familiarity with Qlmchy Kanoon, 69 people (22.92 percent) of respondents were between one and two years, 147 (84/48%) were between three to five years, 85 people (24/28 percent) were more than five years. The role amount and place of communication with Kanoon Qlmchy, three representatives (one percent), 44 administrative staff (62/14 percent), 22 scientific staff (7.31 percent), 32 Consultant (10.63 percent), 80 Backup (26.58 percent), 120 students (39.87%) between three to five years, 85 (28.24%) were present in this study. Before using structural equation modeling with "Amos software", the relationship between the variables of each model were evaluated together. Since the correlation matrix is base of analysis of causal models, Table 2 indicates a significant and positive relationship between the variables. It is noteworthy that there isn't a linear relationship between the variables in the study.

Table 2. The correlation between the study variables

variabels	OCB	HF	LE	KS
OCB (organizational citizenship behavior)	1			
HF(Coordination activities)	0/380**	1		
LE(Effective leadership of Qlmchy)	-0/374**	-0/226**	1	
KS (Kanoon Qlmchy Success)	0/318**	0/316**	-0/173*	1

\*\* Correlation is significant at the 0/01 level (2-tailed) \*. Correlation is significant at the 0/05 level (2-tailed)

The results presented in Table 2 show that there is a significant and positive relationship at the level of one percent ( $p=0.01$ ) among the constructs of "organizational citizenship behavior impact on Kanoon Qlmchy success. In this study, empirical model of study from confirmatory factor analysis (CFA) was used to evaluate the measurement model of latent variables (structures). Measurement model of latent variables of study with showing standardized factor loadings , Significant loads with fitness indexes

(Figure 3 and 4), the amount of t, the validity and reliability indexes of latent variables (structures) of model have come in Table 4 below.

Table 3. The data summary of measurement models of hidden variables of study.

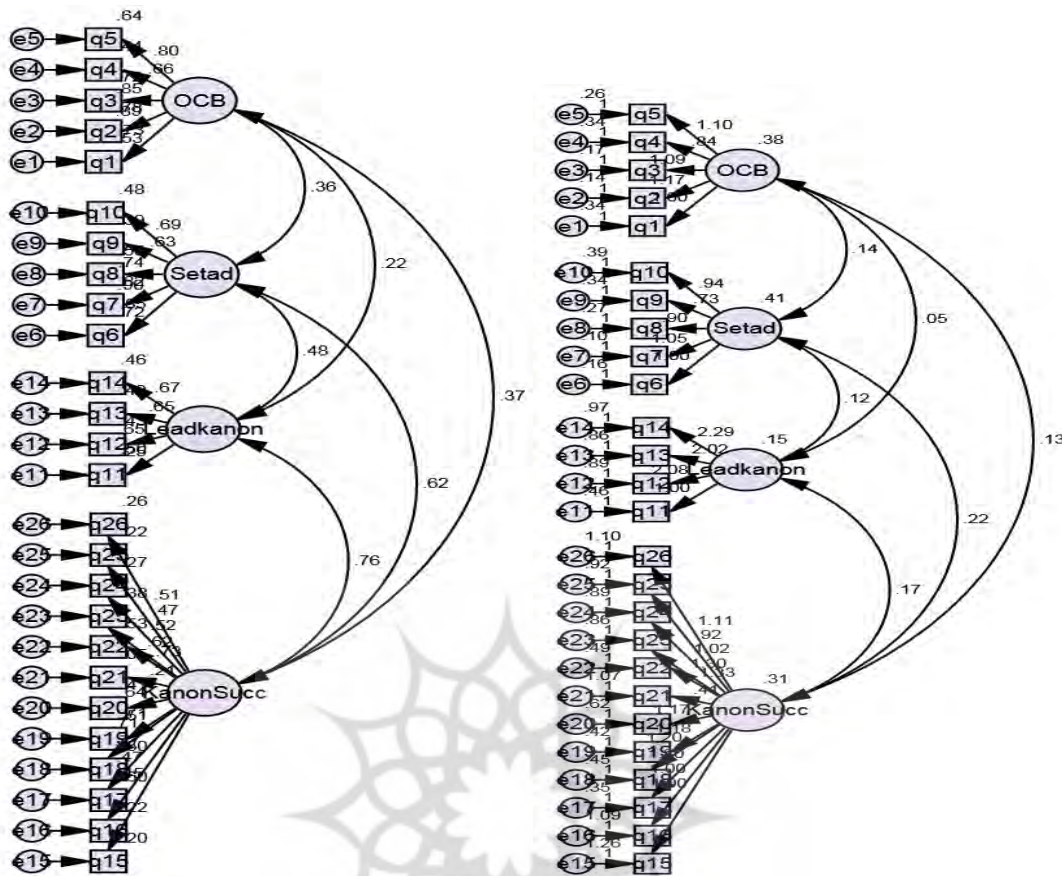
AVE	CR	$\alpha$	T	Standardized coefficients	Variable type	Marker	hidden variables
0.589	0.716	0.906	5.730	0.530	Independent	OCB1	organizational citizenship behavior
				0.785		OCB2	
				0.722		OCB3	
				0.439		OCB4	
				0.637		OCB5	
0.623	0.891	0.847	2.969	0.720	Mediator	HF1	Coordination of activities
				0.816		HF2	
				0.551		HF3	
				0.393		HF4	
				0.482		HF5	
0.5920	0.877	0.712	4.591	0.251	Mediator	LE1	Effective leadership of Qlmchy
				0.428		LE2	
				0.423		LE3	
				0.455		LE4	
				0.199		KS1	
0.546	0.855	0.759	5.910	0.223	Dependent	KS2	Success Kanoon Qlmchy
				0.598		KS3	
				0.501		KS4	
				0.509		KS5	
				0.410		KS6	
				0.046		KS7	
				0.532		KS8	
				0.381		KS9	
0.269	KS10						
				0.222		KS11	
				0.259		KS12	

Table 4. The indexes of fitness goodness of measurement Model using factor analysis.

Acceptable values	$X^2/df < 3.00$	$CFI < 0.90$	$NFI < 0.90$	$GFI < 0.90$	$RMSEA < 0.90$
measurement model	2.51	0.867	0.858	0.912	0.053

Figure 3) Verified Model "Effective organizational citizenship behavior on the Kanoon Qlmchy success" in the significant state.

Figure 2) Verified Model "Effective organizational citizenship behavior on the Kanoon Qlmchy success" with showing the standardized factor loadings.



According to the recorded amount of fitness indexes of figure 2 and 3, data have Measurement models of hidden variables "Effective organizational citizenship behavior on the Kanon Qlmchy success" with showing The standardized factor loadings and significance loads along with fitness indexes have come in shape (2) and (3) and the amount of t and the validity and reliability indexes of latent variables (structures) of Model have come in table 5. the data have statistically agreement with executive structure and theoretical substructure of hidden variables of study according to the reported amount of fitness indexes of shapes 2 and 3, and this represents alignment of markers with theoretical structures of study. According to represented results in table 2, the amount t of all path coefficients between markers and hidden variables of study is higher than 1.96 and indexes CR,  $\alpha$ , AVE have appropriate and high amount for all variables. thus, it can be said that all selected markers were selected correctly for evaluating of latent variables (structures) of study and reliability and validity of them is approved. the model method of structural equations in form of path analysis was used for testing study hypothesizes after approving of reliability (confidence) and validity (esteem) and fitting of measurement model of the hidden variables of study by confirmatory factor analysis (CFA). the structural model of relationship between the hidden variables of study with showing The standardized factor loadings and fitness indexes was showed in figure 4. as it was seen, the amounts of NFI, IFI, GFI, RAMSE, CFI, RMR are appropriate. in other hand, this study showed that the obtained amount of Chi-square on freedom degree ( $X^2/df$ ) is equal 2.126 in the model and it is insignificant in the level of  $p=0.05$ , as the indexes



be nearer to one , they will be accepter and the many studies knew the acceptable index of Chi-square on freedom degree ( $X^2/df$ ) lower than 3(Kalantary 1388, Human . 1390, Ghasemi 1389, Arobrokell ,1390) that it has appropriate amount in this study and it is insignificant .in other hands , all of amounts of fitness indexes imply on appropriate compatibility that all paths were been significant in the path model in shape 4.

Figure 4. The structural equation of hidden variables along with their direct effects.

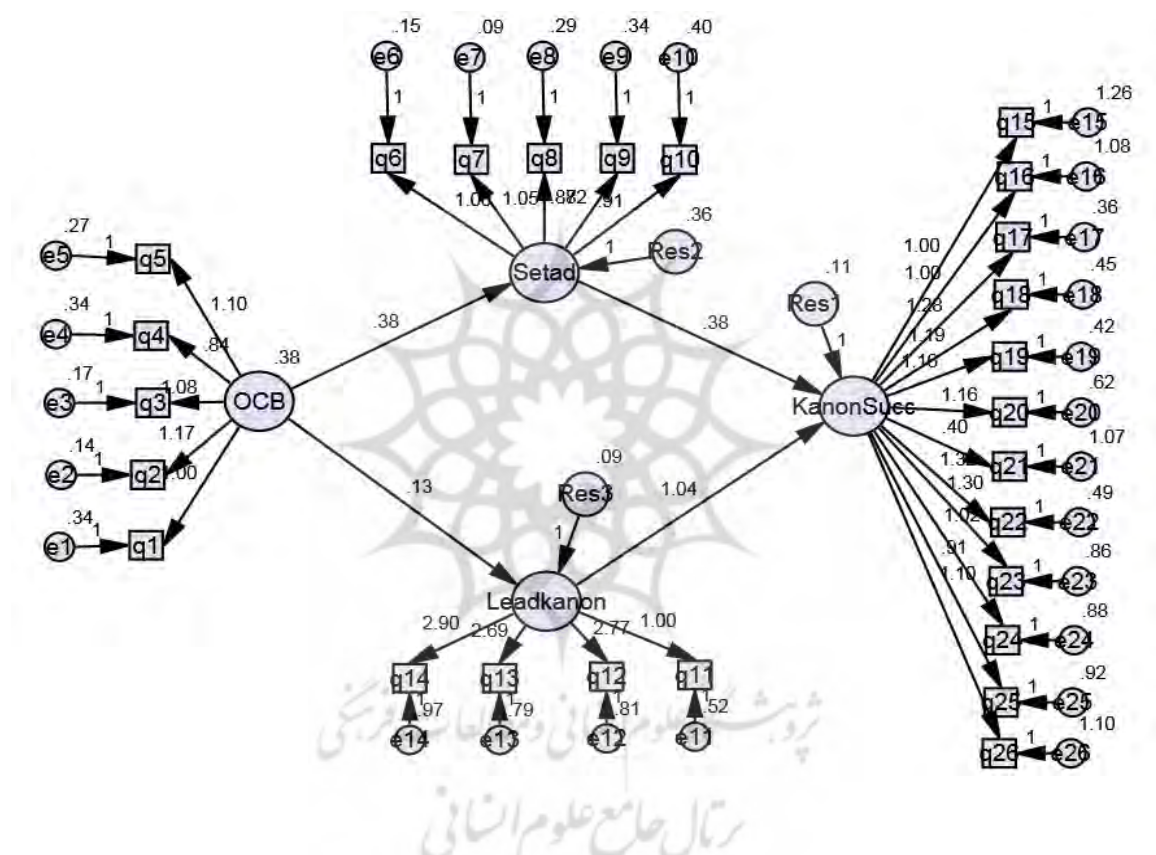


Table 5. the goodness indexes of fitness of structural model.

Acceptable values	$X^2/df < 3.00$	$CFI > 0.90$	$NFI > 0.90$	$GFI > 0.90$	$RMSEA < 0.08$
Structural Model	2.12	0.876	0.914	0.924	0.037

Table 6. The average and standard deviation of study variables.

Standard deviation	Average	Code	Variable
0.3261	3.7773	OCB	organizational citizenship behavior
0.5264	3.9267	HF	Coordination of activities
0.3370	3.7750	LE	Effective leadership Qlmchy
0.4366	3.8472	KS	Kanoon Qlmchy Success



As it was observed in the table 6, the average of organizational citizenship behavior and coordination of activities and effective leadership of Qlmchy and Kanoon Qlmchy Success are respectively 3.77, 3.92, 3.77, 3.84. it shows that all variables exist with the appropriate amount in the studied sample.

## 5. Discussion

This study analyzed the effective factors of effective organizational citizenship behavior on Kanoon Qlmchy Success based on the presented model in the three agents of Kanoon Qlmchy (Tehran, Zahedan, Mashhad). It should be said based on data analysis and results of hypothesis test:

The following results were obtained from statistical analysis of study data according to the represented matters: Hypothesis 1: organizational citizenship behavior influences on coordination of Kanoon Qlmchy activities. Organizational citizenship behavior and activities coordination exist appropriately in the studied sample. This hypothesis was accepted reason of lower significance level than 0.05 ( $p$ -value < 0.05), outer critical proportion 5.713 from extent  $\pm 1.96$  and also the path factor 0.384 and effect size 0.368. With accepting this hypothesis, the previous results were approved based on effect of organizational citizenship behavior on coordination of activities. Also, in practice, one of the main reasons of Kanoon Qlmchy Success (system / method and procedure of Qlmchy) is bright organizational records of Kanoon Qlmchy and determining in presenting high educational services according to accomplished interview with some people of managers of statistical sample. So, it supposed for better managing of this collection:

Organizational citizenship behavior is supported and increased. solutions such as weighing of the public satisfaction can be used for obtaining this importance. Holding weekly sessions for representing report and also searching and resolving problems related to Kanoon Qlmchy.

One of habiting ways of citizenship behavior is usage of punishment and reward system. Protection of Kanoon management from organizational citizenship behavior means a new working culture. Hypothesis 2. Organizational citizenship behavior influences on effective leadership of Qlmchy. Organizational citizenship behavior and effective leadership of Qlmchy exists appropriately in the studied sample. This hypothesis was accepted reason of lower significance level than 0.05 ( $p$ -value < 0.003), outer critical proportion 2.969 from extent  $\pm 1.96$  and also the path factor 0.125 and effect size 0.247.

With accepting this hypothesis, the previous results were approved based on effect of organizational citizenship behavior on effective leadership. Also, in practice, one of the main reasons of Kanoon Qlmchy Success (system / method and procedure of Qlmchy) is bright organizational records of Kanoon Qlmchy and determining in presenting high educational services according to accomplished interview with some people of managers of statistical sample.

So, it supposed for better managing of this collection: One of habiting ways of citizenship behavior is usage of punishment and reward system. Protection of Kanoon management from organizational citizenship behavior means a new working culture. Hypothesis 3. Effective leadership of Qlmchy influences on Kanoon Qlmchy Success. Effective leadership of Qlmchy and Kanoon Qlmchy Success exists appropriately in the studied sample. This hypothesis was accepted reason of lower significance level than 0.05 ( $p$ -value < 0.05), outer critical proportion 4.591 from extent  $\pm 1.96$  and also the path factor 1.036 and effect size 0.607. With accepting this hypothesis, the previous results were approved

based on effect of organizational citizenship behavior on effective leadership. Also, in practice, one of the main reasons of Kanoon Qlmchy Success (system / method and procedure of

Qlmchy) is bright organizational records of Kanoon Qlmchy and determining in presenting high educational services according to accomplished interview with some people of managers of statistical sample.

Hypothesize 4. Coordination of Activities influences Kanoon Qlmchy Success. Coordination of Activities and Kanoon Qlmchy Success exists appropriately in the studied sample. This hypothesize was accepted reason of lower significance level than 0.05 (p-value < 0.05), outer critical proportion 5.910 from extent  $\pm 1.96$  and also the path factor 0.376 and effect size 0.455. With accepting this hypothesizes, the previous results were approved based on effect of organizational citizenship behavior on effective leadership. Also, in practice, one of the main reasons of Kanoon Qlmchy Success (system / method and procedure of Qlmchy) is bright organizational records of Kanoon Qlmchy and determining in presenting high educational services according to accomplished interview with some people of managers of statistical sample.

## References

- Abareshi, A. & Husaine. S. E. (1391). *Modeling of structural equations*, Tehran: sociologists.
- Bast, J. (1377). *Research methods in Behavioral and Educative Sciences, translation of Sharify, Taleghani, emissions of growth*, Seventh Edition.
- Castro, A. & Ruiz (2004). "The Influence of Employee Organizational Citizenship Behavior Customer Loyalty". *International Journal of Service Industry Management*, Vol. 15, No.1.
- Daft, R. (1388). *Organization theory and designing of structure*, translated by Ali Parsaeian and Arabi Mohammed. Tehran: Publications of Office of Cultural Researches .
- Eslami, H., Syar Abul ghasem. A. ( 1386). "Organizational citizenship behavior", 187, pp. 56-59.
- Mhdzadh, A. (1388). *Checking of the relationship between Didactic transformational leadership style of managers with organizational citizenship behavior*, Master Thesis, field of Educational Administration, Islamic Azad University, Tehran: Science and Research Branch of Tehran .
- Moghimi, S. ( 1384). "Organizational citizenship behavior from theory to practice" *management culture journal* , 11, 19-48.
- Moqimi, M. (1389). *The relationship between organizational citizenship behavior and entrepreneurial culture in governmental organizations, management culture*, 4, 13, 171.
- Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: The importance of the employee's perspective. *Academy of Management Journal*, 37.
- Organ, D. W. O. C. B. (1988). *The Good Soldier Syndrome*. Lexington Books: Lexington, MA.
- Overview on the state of higher education in Iran of yesterday, today and tomorrow, collection of articles of the First Seminar of Higher Education in Iran* (vol. 1, pp. 72-103) Tehran: Allameh Tabatabaei University.
- Pazargadi, M. (1377). International developments quality evaluation in higher education, *Quarterly of approach*, 18, 48.
- Podsakoff, Ph. & Mackenzie S. (1997). *Impact of organizational citizenship behavior on organizational performance: a review and suggestion for future research*, 10.2, 133-153, Lawrence Erlbaum associate, tnce.
- Gar, S. & Gar, S. (1389). *Application of statistical methods in management and accounting* (D.A .Husainzade and S.M. Mohammadi, translator). Ahwaz: university of Martyr Cham ran.
- Sakaran, A. (1381). *Research methods in management*, (M. Saebi and M. Shiraze, translator) Tehran: education center of governmental management.
- Maysam, S. & Angooi, F. (1389). "Organizational justice and organizational citizenship behavior of staff,"

*Management Development*, 84, 35-28.

Sultani, I. (1392). Training effectiveness in Manufacturing and industrial organizations, *Experiment journal, Industrial Management Institute*, 119.

Yaghobi, N., Moghaddami, M. & Aleme, K. (1389). Exploring the relationship between transformational leadership and organizational citizenship behavior of staff, *Journal of change management, second year*, 4.

Yarigar raves, H. (1381). "The new and old approaches and opinions for educational evaluation", *Flare magazine, a publication of the Ministry of Oil*, 231.

