



**STUDY THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP
BEHAVIOR AND ORGANIZATIONAL LEARNING WITH EMPLOYEE
PRODUCTIVITY OF PARDIS MUNICIPALITY**

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ABSTRACT

The aim of this study was to examine the relationship between organizational citizenship behavior and organizational learning of Pardis municipal employee productivity in the year 94-93. The study included 250 employees of the Pardis municipal that among them a sample of 150 randomly selected according to Morgan. In this study 24-item questionnaire to measure organizational citizenship behavior Oregon(1988), Questionnaires to measure the productivity of a questionnaire with 48 questions based on the model Achyv - Hersey and Goldsmith and to measure organizational learning 42-item questionnaire was used Watkins and Marzik The validity based on kronbach's alpha was found. In this study, the analysis of data, descriptive and inferential statistics were used in the descriptive statistics of the facade, mode, mean and median and inferential statistics, multivariate linear regression were used. The results showed a significant relationship between organizational citizenship behavior and organizational learning and employee productivity is at the Pardis municipal. The results showed that the dimensions of organizational citizenship behavior and organizational learning and productivity, and employee productivity in the municipality of Pardis significant relationship exist.

Key words: Organizational citizenship behavior, Organizational Learning, Productivity

INTRODUCTION

Productivity and overall concept of the increase, is a necessity. Generally, Efficiency means achieving a better life and make life comfortable for the use of force is thinking and tools [4]. Successful organizations are present in all human capital managers to enhance their ability to try. Organizational learning is a process and a set of actions that lead to employee learning and organizational behavior contained in the applied learning organization. Members are provided all conditions for learning in such organizations and individuals continue to use what they have learned[5]. One of the most important factors affecting the productivity of organizations is organizational citizenship behavior. Today, instead of strict hierarchy and formal organization, the use structure-based team works independently have tended. It emphasizes the importance of collaboration and innovation to increase the added employees. Typically those behaviors that impact job organized effort is high, many managers and researchers can be considered. Organizational citizenship behavior first by Batman and Oregon in the early 1980s was the world of science was that Oregon believes that Organizational citizenship behavior, voluntary individual behavior directly by the formal reward system was not designed in the

organization, However, despite the improved effectiveness and efficiency of the organization's performance [7], This study sought to find the answer to this question.

MATERIALS AND METHODS

Given the subject matter and purpose of the present study examined the cross-correlation method is used. The study population consisted of all municipal employees comprised of 250 campuses in 94 to 93 were employed Among these, the sample size of 150, according to Morgan and random sampling method. In this study, questionnaires citizenship behavior, organizational learning and productivity is used. To measure the scale of the questionnaire of 24 questions OCB Oregon (1988) is used. OCB validity of kronbach's alpha is equal to 0.72 reported. Organizational learning and productivity with kronbach's alpha 0.95 to 0.89 is reported.

RESULTS

In this study, the analysis of data, descriptive and inferential statistics were used in the descriptive statistics of the facade, mode, mean and median and inferential statistics, multivariate linear regression were used.

The main question: is there any relation between organizational citizenship behavior and organizational learning and employee productivity in the municipal of Padis?

As Table 1 shows, the multiple correlation between organizational citizenship behavior and organizational learning and employee productivity that Organizational citizenship behavior with the beta 0.21 is the explanation of the dependent variable, in other words for one standard deviation increase in the OCB, the 0.21 is the standard deviation increase in productivity And organizational learning with the beta 0.62 is the explanation of the dependent variable, in other words for one standard deviation increase in organizational learning, the 0.62 is the standard deviation increase in productivity.

According to the coefficients of Table 1 regression equation is:

$$\text{Organizational Learning (0.391) + organizational citizenship behavior (0.482) + 764/54 = Productivity}$$

The first sub-question: is there any relation between organizational citizenship with staff efficiency in Pardis municipality?

As it can be seen in Table 2 multiple correlation between organizational citizenship behavior and employee productivity showed that the behavior of the citizens with the Beta 0.399 is the explanation of the dependent variable In other words, per one standard deviation increase organizational citizenship behavior, the standard deviation increase in productivity occur 0.399.

According to the analysis (Table 2) regression equation is:

$$\text{Organizational citizenship behavior (0.885) = +776/68 = Productivity}$$

The second sub-question: is there any relation between organizational citizenship with staff efficiency in Pardis municipality?

As shown in Table (3) observed multiple correlation between the behavior of enterprises and citizens the municipality indicated that employee productivity campus The generosity of the 0.76 beta , and socially with the 0.28 and altruism with the beta 0.66 is the dependent variable explained In other words, per one standard deviation increase in the generosity, the 76/0 is the standard deviation increase productivity And for one standard deviation increase in social customs, 0.28 SD increase in productivity, and for one standard deviation increase in altruism 0.66 SD increase in productivity created And no significant correlation was found between the conscious and courtesy productivity.

According to the coefficient table (3) regression equation is:

$$\text{Altruism (3.794) + social customs (0.814) + Generosity (3.713) + 48.029 = Productivity}$$

The third sub-question: is there any relation between organizational citizenship with staff efficiency in Pardis municipality?

As it is shown in Table (4) observed multiple correlation between organizational learning and productivity showed Learning organization with the Beta 0.68 is the explanation of the dependent variable, in other words for one standard deviation increase in organizational learning, the 0.68 is the standard deviation increase in organizational learning.

According to the coefficient table (4) regression equation is:

$$\text{Organizational Learning (0.432)} + 83.447 = \text{Productivity}$$

The fourth sub-question: is there any relation between organizational citizenship with staff efficiency in Pardis municipality?

As it is shown in Table (5) observed multiple correlation between the efficiency

of learning showed that the amount of beta 0.28 group learning, organizational learning with the beta 0.55 the dependent variable is explained. In other words, an increase of one standard deviation increase in productivity in the SD group learning 0.28 and 0.55 for a one standard deviation increase in organizational learning standard deviation increase in productivity occur as well as between individual learning with productivity is no significant relationship was found.

According to the coefficient table (5) regression equation is:

$$\text{Organizational Learning (0.556)} + \text{learning group (1.243)} + 87.324 = \text{Productivity.}$$

Table 1: Variabes related to the regression coefficients

Independent variable	Not standardized coefficients		Standardized coefficients	T	Significant level
	B	The standard error			
Constant	54.764	8.936		6.129	0.000
Organizational citizenship behavior	0.482	0.134	0.217	3.590	0.000
Organizational Learning	0.391	0.038	0.620	10.256	0.000

Table 2: Variables related to the regression coefficients

Independent variable	Not standardized coefficients		Standardized coefficients	T	Significant level
	B	The standard error	Beta		
Constant	68.776	11.527		5.966	0.000
Transformational leadership style	0.885	0.167	0.399	5.287	0.000

Table 3: Variables related to the regression coefficients

Independent variable	Not standardized coefficients		Standardized coefficients	T	Significant level
	B	The standard error	Beta		
Constant	48.029	11.745		4.089	0.000
Consciousness at work	-0.802	0.531	-0.120	1.510	0.133
Chivalry	3.713	0.370	0.769	0.4310	0.000
Social Services	0.814	0.186	0.284	4.375	0.000
Civility	-0.851	0.504	-0.125	-1.691	0.093
Altruism	3.794	0.493	0.660	7.698	0.000

Table 4: Variables related to the regression coefficients

Independent variable	Not standardized coefficients		Standardized coefficients	T	Significant level
	B	The standard error	Beta		
Constant	83.447	4.160		20.058	0.000
Consciousness at work	0.432	0.083	0.683	11.381	0.000

Table 5: Variables related to the regression coefficients

Independent variable	Not standardized coefficients		Standardized coefficients	T	Significant level
	B	The standard error	Beta		
Constant	87.324	4.567		0.99418	0.000
Individual	-0.284	0.277	-0.123	-1.026	0.307
Group	1.243	0.476	0.288	2.610	0.010
Organizational	0.556	0.116	0.556	4.808	0.000

CONCLUSION

The first results showed that a significant relationship between organizational citizenship behavior and organizational learning and employee productivity is at the municipal of Pardis. this finding with the finding results of Khorasani and Kanani[8],Mail Afshar [10],Moosa khani and partners [9] ,Rahnavard and Khoda bakhsh[11],Vaezi and partners [15], [7],Rezai and Sabzkaran[12]is Compatible. The second study showed that a significant

relationship between organizational citizenship behavior and employee productivity is at the municipal of Pardis. this finding with the finding results of Khorasani and Kanani[8],Mail Afshar [10], [4] ,[11], [15], [14], [7]is Compatible.

Organizational citizenship behavior as one of the new concepts of organizational behavior management, staff and managers emphasized Meta-role behaviors, so that the light of these behaviors can play an

important role in the efficiency of the organization. The third study showed a significant relationship between the dimensions of organizational citizenship behavior and employee productivity is at the municipal of Pardis. This result with the finding of Salajeghi (2014), Rezai and Sabzkarani (2012) and Ranjbar and partners (2012) that showed the dimensions of organizational citizenship behavior and productivity there is consistent. The fourth finding of this study is that the relationship between organizational learning and employee productivity in the municipality of Pardis. This finding is compatible with the result of Allameh and Moghadami (2008), Hatami and Dastar (2012), Shahabi and Jaliliyan (2011), Abbas khani and partners (2013) and Kitapsi and Click (2012). Fifth findings of this study suggest that a significant relationship between the dimensions of organizational learning and employee productivity is at the municipal of Pardis. With these findings, Michael (2014) showed that the dimensions of organizational learning and productivity there is consistent.

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