International Academic Institute for Science and Technology

International Academic Journal of Business Management
Vol. 6, No. 1, 2019, pp. 270-278.
ISSN 2454-2768

International Academic Journal of Business Management

The Effect of Organizational Citizenship Behavior on Organizational Performance with Mediating Role of Spirituality (Case Study: Red Crescent Society of West Azerbaijan Province)

Abutaleb Jahani[a], Masoud Ghahremani*[a]
[*a] *Department Of Public Adminisrtation, Mahabad Branch, Islamic Azad University, Mahadad, Iran*

Abstract
The main objective of this research was to investigate the effect of organizational citizenship behavior on organizational performance with the role of mediator of work spirituality (Case Study: Red Crescent Society of West Azerbaijan Province). The research method was descriptive-survey. The statistical population of this study was all employees of Red Crescent population of West Azerbaijan province that their number is 243 people. The sample size was estimated using Cochran's formula of 149 people. They were selected by stratified random sampling. The data collection tool was a questionnaire. In order to assess organizational citizenship behavior, from Podesakoff et al. (1990), the standard questionnaire of Mohair and others (2010) was used to assess organizational performance, and Millen et al. (2003) questionnaire was used to measure spirituality of work. The validity of the questionnaire was confirmed by a supervisor and one of the management professors. The reliability of the questionnaires was confirmed using Cronbach's alpha, 0.85, organizational citizenship behavior was 0.86 and organizational performance was 0.91. The collected questionnaires were analyzed using structural equation method. The results showed that organizational citizenship behavior affects organizational performance due to the mediating role of spirituality in the Red Crescent population of West Azerbaijan province.

Keywords: Organizational Performance, Organizational Citizenship Behavior, Spirituality.

Introduction
Nowadays, if organizations want to maintain their position and act in a way that leads to survival, development and success, it is imperative that they re-evaluate their performance and fulfill their obligations to the masters of affairs properly. In this regard, the occurrence of events such as the expansion of competition, the advancement of information technology and the full efforts of organizations and economic units to gain a better place has increased the need for attention to continuous improvement of organizational performance (Rezaei et al., 2015). High organizational performance and its improvement, as it is directly and indirectly related to the level of productivity and success of the

DOI: 10.9756/IAJBM/V6I1/1910028
Received:22 February 2019/Accepted:27 May 2019/Published:18 June 2019

organization, is always desirable for all organizations and departments, and each organization pays a large part of its budget to upgrade it.

On the one hand, researchers have argued that organizational citizenship behavior helps the organization's productivity, efficiency, and success, since organizational citizenship behaviors make use of resources more efficiently and allow managers to spend most of their time on activities And improve the ability of employees to perform their duties (Salvation et al., 2009).

On the other hand, spirituality from two perspectives is more than ever considered by the intellectuals of human societies; first, in terms of the role of deterrence of harm and hijacking, and secondly, in terms of the role of the people in provoking for the benefit of society. . Similarly, the true image of Islamic spirituality has certain characteristics and principles that, while connecting one's personality to the origin of being and absolute perfection, affects his way of thinking and action in individual and collective life, and dramatically changes the individual and social dimensions (Mirzai Tavakoli and Shariatmadari, 2015).

One of the challenges and problems that may arise from all organizations is the weakness of the organization's performance or its low level than expected, indicating the organization's failure to achieve its goals. The Red Crescent Society of West Azerbaijan Province is no exception to this, and in the last few years it has been struggling with low organizational performance. Organizational performance weakness in the Red Crescent of West Azerbaijan province is of secondary importance in terms of its general welfare and service to the community. Undoubtedly, the continuation of low organizational performance can challenge the fundamental objectives of the West Caucasus Red Crescent Establishment and, in addition to harming these organizations and its employees, damages their reputation and causes waste of energy and allocation costs. Which will ultimately lead to the detriment of the entire community and the country? From the study of research on the subject, it seems that various factors are related or effective to organizational performance. Considering the importance of organizational citizenship behaviors in different organizational areas on the one hand and spirituality on the other hand, it seems that these factors affect the organization's performance in the Red Crescent of West Azerbaijan Province. However, there are differences of opinion between scholars and scholars. Regarding the material that was expressed and the importance of the subject, the main issue of the present research was formed. Therefore, the main purpose of this research is to find an appropriate answer to the question of whether organizational citizenship behavior with the role of mediating spirituality affects the organizational performance of the Red Crescent in West Azerbaijan?

Literature of research

The results of Kikhaye Salar and Sargolzai (2016) showed that the dimensions of organizational citizenship behavior of employees, with the exception of the politeness factor, affect the organizational performance of the staff of the University of Applied Sciences in Sistan and Baluchestan province. The results of Roskartan and Faraji's research (2016) indicated that there is a significant relationship between citizenship behavior and organizational performance of bank employees in Marivan City. The results of the research, Vajhaddini and Mollahossini (2016), showed that there is a positive and significant relationship between economic indicators with credit risk during puberty and decline. Also, there is no significant relationship between economic indicators with credit risk during growth period. The results of a safe and secure survey of heroism and heroism (2015) showed that the welfare of employees affects the alignment of values and social sense and their relationship to the dependent variable of organizational performance. The results of the study, Qaeeipour and others (2014), showed that spirituality at work affects organizational performance and can improve the performance of the organization. Also, literature review indicates the difference between the two factors of religion and spirituality. The results of Alipour and Ahmadi's research (2014) indicated that between the spirituality of the work environment and the job performance of the staff as well as the dimensions of the spirituality of the working environment (work with meaning, sense of belonging and group affiliation, alignment of individual and organizational

DOI: 10.9756/IAJBM/V6I1/1910028
Received:22 February 2019/Accepted:27 May 2019/Published:18 June 2019

values) and job performance There is a meaningful relationship between employees, so it can be expected that improving the spirituality in the workplace will increase the job performance of the staff. The results of Bikzad and others' research (2011) showed that spirituality of the work environment is influential on the components of altruism, politeness and consideration, and civil behavior of organizational citizenship behavior in the education staff of the five districts of Tabriz city and on the components of conscientiousness and adolescent behavior The organizational citizenship of education staff in the five district of Tabriz is not effective. Also, the results of cultural research and others (2006) indicate that there is a significant relationship between spirituality in the workplace and organizational citizenship behavior. The results of Lee et al (2015) research show that transformational leadership has a positive and significant effect on organizational performance. The results of Mafoshi & Enomi (2015) research show that organizational citizenship behavior has a positive and significant effect on organizational performance.

Research Methodology

The research method was descriptive-survey. The statistical population of this study was all employees of Red Crescent population of West Azerbaijan province whose number is 243 people. The sample size was estimated using Cochran's formula of 149 people. They were selected by stratified random sampling. The data collection tool was a questionnaire. In order to assess organizational citizenship behavior, from Podesakoff et al. (1990), the standard questionnaire of Mohair and others (2010) was used to assess organizational performance, and Millen et al. (2003) questionnaire was used to measure spirituality of work. Validity of the questionnaire was confirmed by a supervisor and one of the management professors. The reliability of the questionnaires was confirmed using Cronbach's alpha, 0.85, organizational citizenship behavior was 0.86 and organizational performance was 0.91. The collected questionnaires were analyzed using structural equation method.

Findings

Descriptive findings

The distribution of the employees surveyed showed that 64.2% of the sexes were male and 35.8% of the sexes were female. And 12% had diploma education, 23.9% had undergraduate degrees, 53.3% had a bachelor's degree and 10.9% had graduate degrees. And 17.8% for 1 to 5 years, 59.1% for 6 to 10 years, 14.9% for 11 to 15 years, and 8.3% for over 15 years. And 31.6% were less than 30 years old, 36.8% were 31-40 years old, and 31.6% were above 40 years of age.

The Fitness of the research model

The fitted conceptual model of research in the t test and t standard estimation in the Lisrel software environment is shown in Figures (1) and (2), respectively.

DOI: 10.9756/IAJBM/V6I1/1910028
Received:22 February 2019/Accepted:27 May 2019/Published:18 June 2019

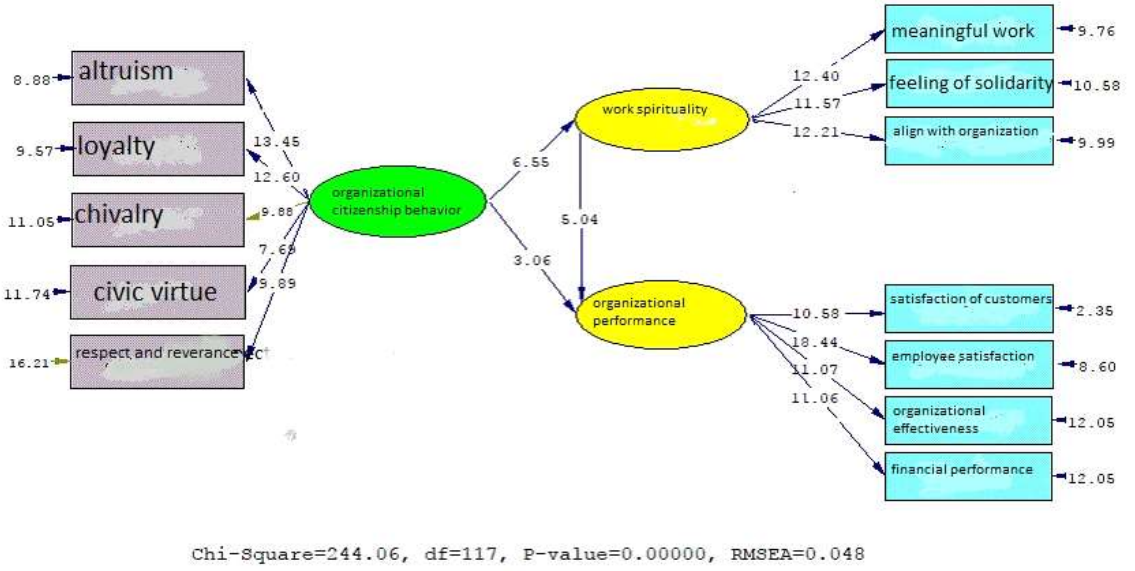


Chart (1): fitness of the Conceptual Model of Research in Standard Estimates in the LISREL Software

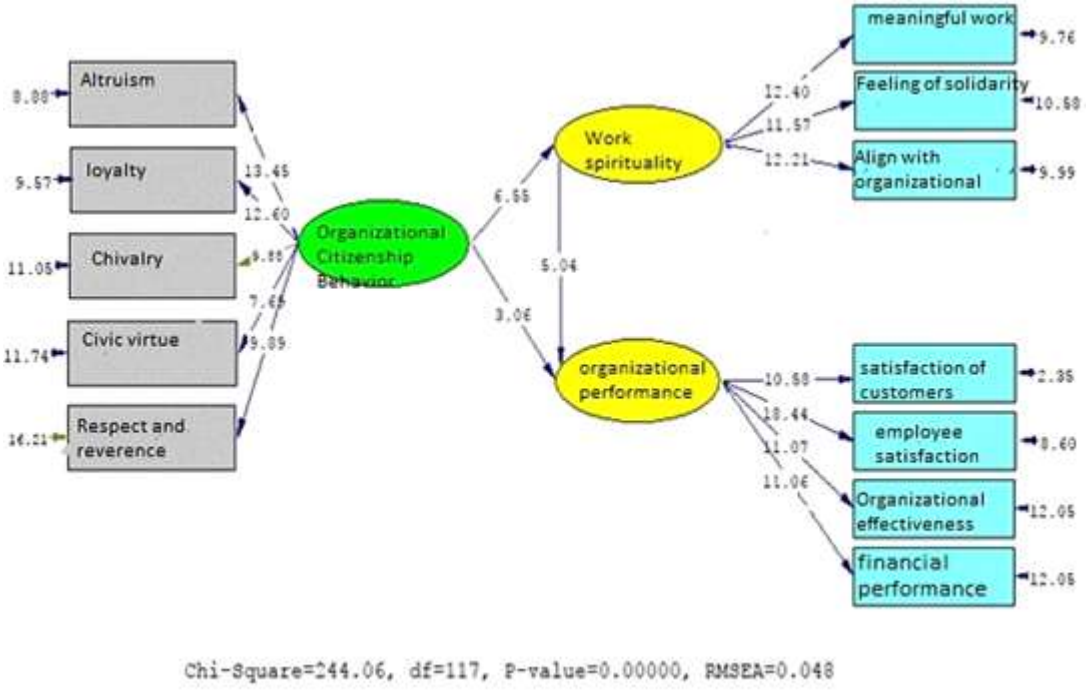


Chart (2): Conceptual model fitness of research in t-meaning test mode in Laser Level software

DOI: 10.9756/IAJBM/V6I1/1910028
Received:22 February 2019/Accepted:27 May 2019/Published:18 June 2019

The fitness indicators for the conceptual model of research using the Lisrel software are presented in Table (1). As we can see, the fitting-goodness indicators presented in the range of acceptance are that the observed data largely coincides with The conceptual model of research is the research model and the conceptual model of the research has a suitable fit.

Table (1): Fitness indicators to measure the fitting of the conceptual model of research

Fitness index	χ^2	RMSEA	CFI	GFI	AGFI	IFI	df	χ^2/df
Estimated value	244.06	0.048	0.96	0.93	0.91	0.95	117	2.08
Approximate Approach Range	-	Less than 0.08	0.8to 1	0.8to 1	0.8to 1	0.8 to 1	-	Less than 3

The main hypothesis test: Organizational citizenship behavior with the role of mediator of spirituality affects the organizational performance of the Red Crescent in West Azerbaijan province.

The results of path analysis of the main hypothesis test are based on Figures (1) and (2) in Table (2), as it is seen that the standard coefficient of the path of the effect of organizational citizenship behavior on the spirituality of work is 0.45 The obtained t statistic (6.55) is greater than the critical value of 1.96 (1.96). This means that the effect of organizational citizenship behavior on work spirituality at the level of 5% is positive and significant. The standard coefficient of the path of the effect of spiritual spirituality on organizational performance is 0.35, which is the t statistic (5.4) of the critical value is 1.96 (that is, 96.9) that is, the effect of spiritual spirituality on organizational performance in The error level is 5% positive and significant. The standard coefficient of indirect effect of organizational citizenship behavior is 0.157, that is, by increasing organizational citizenship behavior as much as a standard deviation, organizational performance increases through the mediating role of working conditions by as much as 0.157 standard deviations . Considering the meaningfulness of the pathways, the positive effects of organizational citizenship behavior on work spirituality and the positive effect of work spirituality on organizational performance result from the positive effect of organizational citizenship behavior through positive impact on work spirituality on the organizational performance of the Red Crescent in West Azerbaijan province and meaningfulness, in other words, organizational citizenship behavior with the role of mediator of spirituality affects the organizational performance of the Red Crescent in West Azerbaijan province. As can be seen, 2.5% of organizational performance variance is explained through the role of mediator of spirituality, thus the main hypothesis of the research is confirmed with 95% confidence.

Table (2): Path analysis results for the main hypothesis test

path	Standard rate path	t	Indirect Standard rate path	Explained variance
The Effect of Organizational Citizenship Behavior on Work Spirituality	0.45	6.55	0.157	0.025
Effect of Spirituality on Organizational Performance	0.35	5.04		

Test of the first hypothesis: Organizational citizenship behavior affects the spirituality of the Red Crescent in West Azerbaijan province.

The results of the path analysis of the first sub-hypothesis test are based on Figures (4-5) and (4-6) in Table 3. As can be seen, the standard coefficient of the path of the effect of organizational citizenship

DOI: 10.9756/IAJBM/V6I1/1910028
Received:22 February 2019/Accepted:27 May 2019/Published:18 June 2019

behavior on the spiritual spirituality is 0.45 that is, the t statistic t (6.55) is greater than the critical value of 1.96 (1.96). That is, the effect of organizational citizenship behavior on the spirituality of the West Azerbaijan province's Red Crescent at a positive 5% error rate And with increasing organizational citizenship behavior as much as a standard deviation, organizational performance increases to 0.45 standard deviations. The value of R ^ 2 is 202/0, that is, 20.2% of the variance of spirituality is directly explained through organizational citizenship behavior, so the first sub-hypothesis of the research is confirmed with 95% confidence.

Table (3): Track analysis results for the first hypothesis test

Path	Standard rate path	t	R^2
The Effect of Organizational Citizenship Behavior on Work Spirituality	0.45	6.55	0.202

Secondary Second Hypothesis Test: Spirituality affects the organizational performance of the Red Crescent in West Azerbaijan province.

The results of the path analysis of the second hypothesis test are based on the diagrams (4-5) and (4-6) in Table 4. As can be seen, the standard coefficient of the path of the effect of spiritual spirituality on organizational performance is 35/0 That is, the t statistic (5.4) is greater than the critical value of 1.96 (1.96), meaning that the effect of spiritual spirituality on organizational performance is positive and significant at the level of 5% error and By increasing the spirituality of work as much as a standard deviation, organizational performance increases by as much as 0.35 standard deviations. The value of R ^ 2 is 122.2, that is, in total 12.2% of the organizational performance variance is directly explained by spirituality, so the second sub-hypothesis of the research is confirmed with 95% confidence.

Table (4): Path analysis results related to the second hypothesis test

Path	Standard rate path	t	R^2
Effect of Spirituality on Organizational Performance	0.35	5.04	0.122

Third Subsidiary Hypothesis Test: Organizational Citizenship Behavior Affects Organizational Performance of Red Crescent in West Azarbaijan Province.

The results of the path analysis of the third sub-hypothesis test are based on Figures (4-5) and (4-6) in Table 5. As can be seen, the standard coefficient of the path of the effect of organizational citizenship behavior on organizational performance is 0.21 That is, the t statistic (3.6) is greater than the critical value of 1.96 (1.96) that is, the effect of organizational citizenship behavior on the organizational performance of the West Azarbaijan Red Crescent organization is positive at 5% error rate and Is significant and with organizational citizenship behavior increasing as a standard deviation, organizational performance increases to 0.20 standard deviations. The value of R ^ 2 is 0.044, that is, a total of 4.4% of the organizational performance variance is directly explained by organizational citizenship behavior, so the third sub-hypothesis of the research is confirmed with 95% confidence.

Table 5: Trace analysis results for the third sub hypothesis test

Path	Standard rate path	t	R^2
The Effect of Organizational Citizenship Behavior on Organizational Performance	0.21	3.06	0.044

DOI: 10.9756/IAJBM/V6I1/1910028
Received:22 February 2019/Accepted:27 May 2019/Published:18 June 2019

Discussion and Conclusion

The main objective of this research was to investigate the effect of organizational citizenship behavior on organizational performance with the role of mediator of work spirituality (Case Study: Red Crescent Society of West Azerbaijan Province). The results of the research showed that organizational citizenship behavior with the role of mediator of spiritual spirituality affects the organizational performance of Red Crescent in West Azarbaijan province. This finding is based on the findings of Keikhai Salar and Sargolzai (2016), Roshankar and Faraji (2016), Vejeddini and Mollhousini (2016), Salem Mehabat and Champion (2015), Qaraee Pour and others (2014), AliPour and Ahmadi (2014).), Cultural and others (2006), Beginning and others (2011). In justifying these findings, it can be said that when employees have high organizational citizenship behaviors, they are more likely than their ability to achieve organizational goals, so that ethics show a high degree of self-expression, and one can say that the spiritual environment is established in the organization. And this will improve the performance of the organization.

The results of this study showed that organizational citizenship behavior affects the spirituality of the Red Crescent in West Azarbaijan province. And these findings are consistent with the cultural findings and others (1385), the Bachelor and others (1390). In justification of this finding, it can be said that the occurrence of organizational citizenship behaviors makes sense of commitment and loyalty to performing organizational tasks with the ultimate effort and ability of the employees. Therefore, it can be said that it leads to improvement of the ethical and value of the organization.

The results of the study showed that spirituality affects the organizational performance of the Red Crescent in West Azerbaijan province. And this finding is in line with the healthy findings of Hazard and Championship (2015), Qaraee Pour and others (2014) and AliPour and Ahmadi (2014). In justifying this finding, it can be said that if the atmosphere and atmosphere of the organization are based on values and morals and the spiritual environment, they consider themselves to be committed to the values and ethics of the organization and they will endeavor to achieve the goals of the organization, self and organization improves.

The results of the research showed that organizational citizenship behavior affects the organizational performance of the Red Crescent in West Azarbaijan province. This finding is consistent with the findings of Kaykhay Salar and Sargolzai (2016), Roshankar and Faraji (2016), and Vojauddini and Molasheini (2016). In explaining this finding, it can be said that organizational citizenship behavior as one of the new concepts of organizational behavior management that emphasizes the over-role behaviors of employees and managers, plays an important role in the organizational process and the transformation of the traditional environment into a dynamic and efficient environment. Therefore, if organizations take steps to build and strengthen organizational citizenship behavior among their employees, then organizational efficiency and productivity will potentially increase, which will enhance their performance.

Suggestions for research results

• According to the results of data analysis on the direct effect of organizational citizenship behavior on organizational performance and the indirect effect of organizational citizenship behavior on performance with the mediating role of spirituality in the Red Crescent Society of West Azarbaijan Province, it is suggested to relevant managers and authorities. To strengthen organizational citizenship behaviors through actions such as attracting, testing, selecting and employing the necessary staff of the organization, providing effective education to them, comprehensive assessment of job performance and compensation of their services, developing incentive policies to strengthen the desired behavior In them, attention to informal systems On this basis, organizations must design and implement processes for attracting, testing, selecting, recruiting and recruiting their required human resources in such a way that individuals with a progressive citizenship behavior are attracted to the organization. Improve the organization's performance.

DOI: 10.9756/IAJBM/V6I1/1910028
Received:22 February 2019/Accepted:27 May 2019/Published:18 June 2019

• According to the results of data analysis on the effect of work spirituality on the organization's performance in the Red Crescent Society of West Azerbaijan Province, it is suggested to the relevant administrators and authorities to strengthen the spirituality of work through such actions as (holding training courses, arranging Ethical codes, lectures by religious scholars, encouragement of high-level employees, etc.) and thus increase the level of organizational citizenship behavior of employees.

Obstacle and Research Restrictions

• Limited research community exclusively to Red Crescent staff of West Azerbaijan province
• This research was conducted in 1397. Therefore, the generalization of the results of this research should be considered cautiously at other times.
• All the statistics and information provided through the questionnaire.

Suggestions for future researchers

• Perform similar research in other organizations and review their results with each other
• Considering the importance of organizational citizenship behavior, it is suggested that the effect of these variables be examined on other individual and organizational variables.
• In this study, the effect of environmental factors on the variables of the subject of constant research is assumed. Therefore, the most important issue for completing the present research is that the impact of environmental factors should also be considered and appropriately analyzed.

References

Alipour, Hadith; Ahmadi, Kiomars (2014), The Relationship Between the Spirituality of the Working Environment and the Job Performance of Employees (Case Study: Housing and Urban Planning Employees of Ahwaz), Second National Conference on Applied Research in Management and Accounting Sciences, Tehran, University. Applied Science.

Bikzad Jafar, Yazdani Sohrab, Hamdollahi Maryam (2011) The Spirituality of the Workplace and Its Influence on Organizational Citizenship Behavior (Case Study: Educational Staff of Five Regions of Tabriz), Journal of Educational Management Researches, Vol. 3, No. 1 , Pp. 90-61.

Cultural, Ali Akbar et al. (2006). "Spirituality in the workplace and its role in improving organizational citizenship behavior". Culture of Management, Year 4, No. 13, pp. 36-5.

Gharei Pour, Reza; Hirmand, Bey; Jafari, Nilah (2014), Spirituality in the organization and its relationship with organizational performance, The first national electronic conference on new achievements in management and accounting science, electronically.

Kikhaye Salar, Mohammad Ali; Sargolzaiee, Alireza (2016), Investigating the Impact of Organizational Citizenship Behavior on Organizational Performance of Payame Noor University of Sistan and Baluchestan, Second International Conference on Management and Information Technology, Tehran, Iran.

Lee, Thomas W., Ashford, Susan J. & Walsh, James P., Mowday, Richard T. (2015), The Impact of Transformational Leadership on Organizational Performance, Journal of Management, V.18, N.1, INC.pp: 15-32.

Magoshi, Emiko, Eunmi Chang, 2015, Impact of OCB on Organizational Performan

Mirzaii Tavakoli, Seyyed Mansour; Shariatmadari, Mahdi (2015), The Impact of Spirituality in the Workplace and Organizational Commitment on Job Satisfaction of the Staff Staff of the Organization of the Supreme Leader Representation in Universities, Management in Islamic University 9, 4th Year, No. 1, pp. 76 -59

Njat, Sayed Amir Reza; Kavsarnshan, Mohammad Reza; Mirzadeh, Akbar (2009), The Effect of Organizational Citizenship Behavior on the Quality of Services (Case Study: Travel Agencies of Tehran), Commercial Review, No. 35, pp. 84-72.

DOI: 10.9756/IAJBM/V6I1/1910028
Received:22 February 2019/Accepted:27 May 2019/Published:18 June 2019

Rezaei, Rohollah, Salahi Moghadam, Nafiseh, Sha'ban Ali Fami, Hossein (2015), The Effect of Knowledge Management on Organizational Performance in the Agricultural Jihad Organization of Alborz Province, Agricultural Extension and Education Researches, Vol. 7, No. 4, pp. 91-77 .

Roshanbar, Armand, Faraji, Leila (2015), The Relationship between Citizenship Behavior and Organizational Performance in Marivan County Banks, Third International Conference on Modern Research in Management, Economics and Humanities, Batumi, Georgia, Institute of Excellence, Conference Karin

Salem Amnab, Ali; Ghahremani, Ali Akbar (2014), The Effect of Motivation in the Workplace on Organizational Performance, The 2nd Scientific Research Conference on the Development and Promotion of Educational Sciences and Psychology, Sociology and Social Cultural Sciences of Iran, Tehran, Scientific Society for Development and Promotion Basic Sciences and Techniques.

Vajhaddini, Mostafa, Mallahsini, Ali (2016), The Relationship between Organizational Citizenship Behavior and Job Performance (Case Study of the Department of Welfare of Kerman Province), Third International Conference on Economics, Management, Accounting with Value Attraction Approach, Shiraz, Managers Training Institute Certified Envoy

DOI: 10.9756/IAJBM/V6I1/1910028
Received:22 February 2019/Accepted:27 May 2019/Published:18 June 2019