



BEHAVIORS OF ORGANIZATIONAL CITIZENSHIP AND ITS RELATIONSHIP IN ENHANCING THE EFFECTIVE JOB PERFORMANCE OF EMPLOYEES FROM THE POINT OF VIEW OF THE HEADS OF PHYSICAL EDUCATION AND SPORTS SCIENCES DEPARTMENTS

Dr. Siham Hammood Sabit

Siham.h.sabit@gmail.com

Basrah Education Directorate/ Ministry of Education
2022

Article history:	Abstract:
Received 7 th August 2022 Accepted: 8 th September 2022 Published: 11 th October 2022	The research problem was the following question (What are the behaviors of organizational citizenship and their relationship to enhancing the functional performance of workers from the view of heads of physical education and sports sciences), and the research aims to build a questionnaire of organizational citizenship behavior and their relationship to enhancing the effective functional performance of workers from the view of heads of physical education departments And sports science, identifying a relationship between organizational citizenship behaviors and their relationship to promoting effective functional performance of workers from the view of heads of physical education and sports sciences, identifying the percentage of organizational citizenship behavior in promoting effective career performance of workers from the view of heads of physical education and sports sciences. As for the fields of research:- The human field:- The human field is represented by the heads of departments of physical education and sports science in the universities of Iraq except for the Kurdistan region, the temporal field:- From the period (2/1/2022) to (2/4/2022), the spatial field: - Faculties of physical education and mathematical sciences in the universities of Iraq, and the research curriculum was the descriptive approach to the survey style and the correlations to solve the problem. 100% for the presidents of the departments of physical education and sports science in the universities of Iraq except (the Kurdistan region), where they all underwent constructive and applied experience as well and at a rate of (100%), and the SPSS system for statistical information was used, and the researcher reached the following conclusions that organizational citizenship behaviors have achieved circles A higher calculation than the hypothesis, which indicates the good selection of management for workers, there is a relationship with a moral effect of the variable of regulatory citizenship behavior and effective career performance.

Keywords: Organizational Citizenship; Enhancing The Effective Job Performance; Physical Education.

1 -1 INTRODUCTION AND IMPORTANCE OF RESEARCH:

Attention to the concept of organizational citizenship during the past century, which is an unlimited behavior, and is not related to incentive systems and evaluating performance in institutions officially, and it is important for all institutions, as institutions that depend on the loss of formal behavior are considered fragile systems that are easy to break, and that institutions must To leave part of the (regulatory citizenship) behavior not specified for workers, so that they have the ability to deal with unexpected situations, which require innovative and creative behavior by workers. And the organizational citizenship behavior provides management by multiple means, to interact between workers within the institution, which leads to the connection to the best fulfilled performance, and improves the ability of presidents and workers to perform their jobs better, by giving them enough time for effective planning, schedule, and solving problems facing them And it leads to the possibility of the institution to achieve its goals. The organizational citizenship behavior is a real and effective indication, in order to keep workers with their institutions in which they work, and they will not leave the institution, in order to work for the benefit of other institutions, as the loyalty of the employees of the institution helps to remain and continue, in order to work for long periods, which

benefit the institution, The behavior of regulatory citizenship increases friendship between presidents and workers, supports confidence among them, provides the employers often the burden of guidance and guidance, and increases the strength of human relations within the institution, which leads to a sense of belonging to everyone who works in the institution. The importance of research in the contribution of organizational citizenship is highlighted in creating creativity and innovation among workers in the institution, and raises the initiative, good behavior, and cooperation between them, in a way that benefits the institution, and contributes to solving the problems it faces, as all workers unite among them to search for solutions The occasion, and avoiding the establishment of the institution in critical situations, and facilitates the acceptance of workers in the decisions decided by the institution, which are in the interest of the work, in order to advance the institution.

1-2 RESEARCH PROBLEM:

The poor ability of the administrative leadership that promotes loyalty to workers, and their weak participation in making important decisions, and ignoring their opinions and views in all aspects, as well as the weakness of the administrative leadership's ability to contain their problems, satisfy them and motivate them, all of this would hinder the achievement of organizational citizenship behavior In the institution, so the research problem can be formulated through the following question: What are the behaviors of organizational citizenship and their relationship to enhancing the functional performance of workers from the view of the heads of physical education and sports science departments

1 -3 Research Objective:

1- Building a questionnaire for organizational citizenship behavior and its relationship to enhancing the effective functional performance of workers from the view of heads of physical education and sports sciences.

2- Learn about a relationship between organizational citizenship behaviors and their relationship to enhancing the effective functional performance of workers from the view of heads of physical education and sports sciences.

3- Learn about the percentage of the contribution of organizational citizenship behavior in promoting the effective functional performance of workers from the view of the heads of physical education and sports science departments

1-4 Research fields:

1-4-1 human field:-The human field is represented by the heads of departments of physical education and sports science in the universities of Iraq except for the Kurdistan region

1-4-2 Temporal field:-From the period (2/1/2022) to (2/4/2022)

1-4-3 Spatial field:-Faculties of physical education and sports sciences in the universities of Iraq.

1-5 Determination of terms:

1-5-1 The behaviors of organizational citizenship: (Azam,;2015) behaviors outside the role that is determined through the functional description of the individual and does not have rewards by the institution in the event of its occurrence or punishment in the event that it does not occur, but it benefits from it in a way Or another to improve its efficiency and performance.

1-5-2 Effective career performance:-It is the extent or degree of employees reaching the goals of the work unit, in the institution as a result of their behavior and the use of their skills, capabilities and knowledge. (Robert Baca :2004)

2- RESEARCH METHODOLOGY AND FIELD PROCEDURES:-

2-1 Research Approach: -

The researcher used the experimental curriculum with equal groups design (control and experimental) to address the research problem and achieve its aims. In the field of scientific research, the selection of the research curriculum to solve the problem depends on the nature of the problem, so the descriptive approach was adopted in the survey style and the correlation of the problem to solve the problem.

2-2 Community and Research sample:

The research community was identified by all heads of the departments of physical education and sports science in the universities of Iraq except (Kurdistan Region), for the academic year (2019-2020), as they are primarily concerned with the subject of the research, and the research sample was chosen in the intentional way and the number of research sample is (69) head of the department And they constitute the entire study community by 100% for the presidents of the departments of physical education and sports science in the universities of Iraq except (the Kurdistan region), where they all underwent constructive experience and all were subjected to participating in the applied experience as well and at a rate of (100%).

2-3 Tools, devices & means used in the Research:-

- Media visits to collect information and data.
- Arab and foreign sources and references.
- International Information Network (Internet).
- The assistant team.
- Data emptying form.

2-4 Two scales:-

The scale is one of the most common and used research tools for educational researchers. The researcher sought to build the two scales (organizational citizenship) and (effective functional performance) of the research variables.

2-5 Statistical means:-

The SPSS system for statistical information and the Excel program for data processing are used according to the following laws (percentage, arithmetic, hypothesis, standard deviation, simple correlation coefficient (Pearson), the correlation coefficient ,T-Test testing independent samples, Test (T-Test) for one sample, sprain laboratories, and slope factor).

3- PRESENTING, ANALYZING & DISCUSSING RESULTS:

3-1 Satisfy and analyze the results of the scale of regulatory citizenship behaviors and effective career performance as in Table (1):

Table (1)
Statistical features of the results of two regulatory citizenship behaviors and effective functional performance show.

Statistical	organizational citizenship behavior Scale	Effective functional performance scale
The number of sample	69	69
Arithmetic mean	57.37	53.66
Hypothesis	44	48
Deviation is normative	6.41	6.300
Skewness	0.881	0.457
Highest value	66	72
less value	33	30
T value the one sample	74.298	70.755
Error level	0.000	0.000
The level of significance	0.05	0.05
Significance of differences	MORAL	MORAL

It is clear from Table (1) through the answers of the research sample, that the calculation of the regulatory citizenship scale has reached (57.37) and reached the hypothesis (44), and thus the arithmetic milieu is greater than the hypothesis, as well as with regard to the effective functional performance scale, it was answers The research sample in relation to the arithmetic milieu (53.66) and reached the hypothesis (48), and since it is the computational milieu greater than the hypothesis in the job performance measure as well, and here the researcher attributes this to the basic role of organizational citizenship behaviors and motivates the workers to join the institution and remain in it, and works to perform their requirements And their roles specified and properly required, while practicing innovative and creative activities for them, and their main activities in the institution exceeded, so that the work is made voluntarily by them in addition to the job duties specified for them, which contributes to increasing their effectiveness, and contributes to the development of the institution such as attending meetings, seminars and performing other jobs They are required, and the Foundation helps to perform its activities and initiate advice to others to improve procedures and operations, and provides management by means, methods and methods to interact between workers d. The Foundation, which leads to an increase in the total achieved results, while performing the additional roles that stem from the behavior of organizational citizenship that leads to the possibility of the institution to achieve its goals, while improving the ability of co-workers and presidents to perform their jobs better by giving them enough time to plan, scheduling and solve problems contribute In the comprehensive success of the institution, where (Abu Tayeh: 2012) confirms that organizational citizenship behaviors as voluntary behaviors, performs by the individual without waiting for the reward or material incentives in order to advance the institution, a feeling of feeling and internal sense of responsibility that pushes the individual with the voluntary work that It achieves the aspirations of the institution.

3-2 Presentation and analysis of the results of the relationship and the proportions of contribution between the measure of organizational citizenship behaviors and effective functional performance and discuss them as in Table (2) (3):

Table (2)
Relationship between the scale of organizational citizenship and the effective functional performance scale

SCALE	correlation coefficient	level error	Direction towards	Significance link
organizational citizenship	0.81	0.000	Extreme	MORAL
effective functional performance				
Moral at a significant level ≤ 0.05				

As it becomes clear from Table (2) to the existence of a moral correlation between the measure of organizational citizenship behaviors and the effective functional performance scale, as the correlation coefficient (0.81) and an error level (0.000) reached a level of significance (0.05) and this indicates the existence of a positive direct relationship, and the researcher is attributed This is to the basic role of organizational citizenship in enhancing the effective career performance of workers that achieve the quality of work and commitment to handing over the work on time and

providing notes and enhancing the capabilities of workers while creating an effective work environment, and the ability to devise new methods and methods that simplify procedures, while improving the level Performance and speed in completing the business, which leads to the development of the level of workers 'performance through training by identifying the human and technical resources needed to complete the work and employ them effectively, then the work is implemented properly according to the procedures specified by identifying the work steps and the timetable in a way It takes into account the priority of implementation in a way that can achieve the goals efficiently, with commitment and discipline with the working hours specified in attendance and departure and not to leave the workplace without prior permission, and knowledge of the methods used The proper operation of the devices and the use of materials according to the highest levels of safety, and its familiarity with the basic knowledge in the field of his specialization or other relevant specializations, whether it is the theory or practical, so that he can practice his work as required, where (Muhammad bin Ibrahim: 2004) To the distinction between behavior, achievement and performance, as behavior expresses the actions of individuals in the institution in which they work, either the achievement is what remains of the effect or results after the individuals stopped working, meaning that it is a way out, product or results, As for the performance, it is an interaction between behavior and achievement, that is, it is the sum of behavior and the results achieved together.

Table (3)

Percentage of contribution and the value of change to the scale of organizational citizenship behaviors and the effective functional performance scale

SCALE	Simple decline laboratories	Contributions	Error level	Significance
organizational citizenship	0.814	0.799	0.000	0.057
effective functional performance				
Moral at a significant level ≤ 0.05				

It was found from Table 3 The role of the effective behavior of organizational citizenship and effective career performance in the departments of physical education and mathematical sciences in the universities of Iraq, by interacting with the new ideas that raise the level of performance for workers, consider the possibilities of taking them, and dealing seriously with the responsibilities of their work, duties and enthusiasm in performing what is entrusted They have the tasks and feeling the importance of the work they do, and deal with wisdom and balance with different situations (emergency, surprising, critical), taking into account the directions of their superiors and ensuring work according to them and dealing with them positively, with the ability to establish positive relationships in the interest of work with presidents and overcome the obstacles In the administration, where it was emphasized that the behavior of organizational citizenship, which are these behaviors related to work and not included in the official job description and are not related to the bonus system a To draw it, it strengthens and supports effective performance. (Al -Rabik; 2004)

4- CONCLUSIONS AND RECOMMENDATIONS:

4-1 CONCLUSIONS:

- 1- The organizational citizenship behaviors have achieved higher mathematical circles than the hypothesis, which indicates a good management choice for workers.
- 2- There is a relationship with a moral effect of the variable of organizational citizenship behaviors and effective functional performance.
- 3- The Foundation's management gives adequate attention to organizational citizenship behaviors and urges them to work in the spirit of one team, as well as the lack of training courses and workshops.

4-2 Recommendations:

- 1- Planting organizational citizenship and behaviors for workers by encouraging them to help their colleagues, avoiding stirring differences between them at work and investing their time to work.
- 2- The necessity of finding a way to reward the employees of the institution and encourage them to adhere to the behavior of organizational citizenship in order to develop work and enhance effective performance, which increases the association of workers in the institution and their confidence in them.
- 3- Working to prepare integrated training programs and workshops regarding the nature of work in the institution to provide workers scientific, technical and behavioral skills.

REFERENCES:

- 1. Bandar Karim Abu Tayeh; The impact of organizational justice on the behavior of organizational citizenship in the centers of government ministries in Jordan, Journal of the Islamic University for Economic and Administrative Studies, Volume (20), No. (2), 2012.P 55.
- 2. Ziad Azzam; The impact of organizational culture on the behavior of organizational citizenship in the municipality of Al -Wasita in the Irbid Governorate in Jordan, Administrative Sciences Studies, Volume (42) Issue (1), 2015 P 110..

3. Muhammad bin Ibrahim Muhammad Al -Rabik; Factors affecting the effectiveness of the functional performance of security leaders, Master Thesis, Administrative Sciences, Arab Security Sciences, Riyadh, 2004.P48.p56.
4. Organizational behavior , tutorials point , www. Tutorialspoint. com
5. Robert Bacal, manager s guide to performance reviews ,Mc Graw- Hill,USA ,2004,P 39.

Appendix (1)Regulatory citizenship behavior Scale

NO	phrase	Always	Sometimes	rarely
1	You seek workers and motivate them to join and stay in the institution.			
2	It works to perform the requirements and roles of the specific workers required in a correct way.			
3	It performs an innovative and creative activity for workers and exceeds their main activity in the institution.			
4	The work is made voluntarily by workers and exceeds the limits of the job duties specified for it.			
5	It contributes to increasing the effectiveness of workers in the institution.			
6	The ancient workers participate in new methods and methods of work in helping new workers and teach them.			
7	It aims to prevent problems related to working with others.			
8	Provide the necessary advice to them and consult with others if they make a decision that may affect them.			
9	It reflects the willingness of workers to work in inappropriate working conditions without complaint.			
10	It contributes to the development of the institution, such as attending meetings and seminars, and performing unnecessary jobs.			
11	The Foundation helps to perform its activities and initiate advice to others to improve the procedures and operations of the institution.			
12	The administration provides means to interact between individuals within the institution.			
13	It increases the total achieved results.			
14	Carry out the additional roles that stem from the behavior of organizational citizenship leads to the possibility of the institution to achieve its goals.			
15	Improved the ability of co -workers and presidents to perform their jobs better by giving them enough time to plan, scope and solve problems			
16	It contributes to the comprehensive success of the institution.			
17	It helps to lower absence rates, and reduce delay behaviors and permission for workers.			
18	It contributes to solving its problems, as everyone unites with each other to search for solutions and avoid putting the institution in critical situations.			
19	It works to help colleagues when there is a problem with work and always provides a helping hand.			
20	Maintains work time and not wasted by side conversations or long breaks.			
21	The quality of work and commitment to hand over the work is achieved in the specified time			
22	Providing notes, enhancing employees 'capabilities and creating an effective work environment			

Effective functional performance scale

NO	phrase	Always	Sometimes	rarely
1	The ability to devise new methods and methods that simplify procedures.			
2	. Improving the level of performance and speed in completing business.			
3	Developing the level of performance of workers through training.			
4	Determine the human and technical resources necessary to complete the work and employ them effectively.			
5	Implementing the work properly according to the procedures specified.			

6	Determining the steps of work and the timeline in a way that takes into account the priority of implementation in a way that can achieve the goals efficiently.			
7	Commitment and discipline with the dates of work specified in attendance and departure and not to leave the workplace without prior permission			
8	Knowledge of the methods followed and properly operating the devices and using materials according to the highest safety levels.			
9	His knowledge of the basic knowledge in his field of specialization or other relevant specializations, whether it is a theory or practical, in a way that enables him to do his work on the required grammar.			
10	The ability to address daily and urgent work problems properly.			
11	Make sure to follow up on the changes in the field of work, try to familiarize it with and employ work service.			
12	The presence of positive and effective relationships with others and the ability to adapt them to serve the work.			
13	The possibility of assigning actions and tasks that require the capabilities and skills that exceed what its current job requires, as well as the level of difficulty and responsibility.			
14	Knowledge of the regulations, regulations and procedures for work, and the extent of follow -up and familiarity with them.			
15	Make sure to present the ideas and proposals that serve work.			
16	End the work assigned to him according to what was determined for them.			
17	Review the work permanently to ensure its completion according to the specific instructions and free of errors.			
18	Interacting with positive ideas that raise the level of performance and consider the possibility of taking them.			
19	Dealing seriously with his work responsibilities, duties and enthusiasm in performing the tasks entrusted to him and feeling the importance of the work he does.			
20	Deal wisely and balance with different situations (emergency, sudden, critical) and after looking at him.			
21	Taking the directions of his superiors and making sure to work according to them and dealing with them positively.			
22	The ability to establish positive relationships in favor of work with presidents and overcome the obstacles to work in management.			
23	The ability to establish positive relationships in favor of work with his colleagues, and benefit from exchanging experiences and experiences			
24	The ability to establish positive relationships in favor of work with auditors.			