

# Organizational citizenship behavior, team performance and organizational performance: Basis for human resource management framework for Chinese public vocational colleges

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## Abstract

This dissertation explores the complex relationship between organizational citizenship behavior, team performance, and organizational performance in Chinese public higher vocational schools, and then builds the framework of human resource management in Chinese public higher vocational schools. On January 24, 2019, The State Council of China issued the National Implementation Plan for Vocational Education Reform, which regards vocational education and general education as two different types of education with equal importance. In view of the reform demands of China's higher vocational education, employees, as the main body of reform, have become an important factor restricting reform. Therefore, the management of human resources in China's public higher vocational colleges is particularly important. Over all, this dissertation aims to contribute to the human resource management of China's public higher vocational schools under the background of China's vocational education reform. By exploring the relationship between organizational citizenship behavior, team performance and organizational performance of employees in China's public higher vocational schools, this paper proposes a human resource management framework with guiding practical significance. To improve the human resource management level of China's public higher vocational schools.

**Keywords:** organizational citizenship behavior, team performance, organizational performance, human resource management, framework

# **Organizational citizenship behavior, team performance and organizational performance: Basis for human resource management framework for Chinese public vocational colleges**

## **1. Introduction**

The development and reform of higher vocational education has always been a subject of concern in China's academic development circles. With higher vocational education moving from the edge to the center in the course of China's socialist modernization construction, the academic circles have gradually prosperous research on its theory and practice. In essence, the internal force that promotes higher vocational education to become the center of economic and social development is the development of higher vocational education itself, and the external force is the growing demand for high-quality technical and skilled personnel in economic and social development.

The higher vocational education in our country is separated from ~~higher education~~ generally. With the deepening of China's higher education reform since the reform and opening up, higher vocational education has entered a period of rapid development and become an important power supply source for China's economic and social development. The State Council held a national Conference on Vocational Education and issued the Decision on Accelerating the Development of Modern Vocational Education proposing that vocational education should aim at cultivating technical talents and form a modern vocational education system with "Chinese characteristics and world level" by 2020. In 2019, The State Council issued the National Vocational Education Reform Implementation Plan, which has made a top-level design for the development of national vocational education. In 2020, the Ministry of Education and nine other departments issued the Action Plan for Improving the Quality of Vocational Education (2020-2023), which proposed the goal of "vocational education and general education are roughly the same scale, mutual integration, clear positioning of vocational education, continuous optimization of professional setup and talent supply structure, and annual delivery of tens of millions of high-quality technical and technical talents to the society". With the continuous introduction of various policies of high level and high density, the country shows its determination to vigorously develop vocational education. So far, higher vocational education has occupied half of higher education.

According to the 2020 education statistics of the Ministry of Education, there are more than 1,400 colleges and universities providing higher vocational education, including junior college and undergraduate level higher vocational colleges accounting for 54% of the total number of colleges and universities. Among the more than 2.66 million college teachers, about 1.4 million are teachers in higher vocational colleges. Vocational college students account for 47% of the total number of college students. The employment rate of higher vocational colleges is higher than that of ordinary colleges and universities. In the industry, more than 70% of the employees come from Vocational colleges. Higher vocational colleges have cultivated an industrial army for our country's economic construction. China has also built the largest vocational education system in the world, which shows that higher vocational education and general higher education have become the two important pillars to support China's economic and social development.

The construction of teaching staff is the key task of the reform and development of China's higher vocational schools under the background of the "Double high Plan" and it is the core force of training high-level technical talents. Through the analysis of the interim performance self-evaluation report of 197 "double-high" colleges and universities, it is found that the current double-high "colleges and universities' teacher team construction shows a good trend of cross-border integration and professionalism, craftsman leadership and international empowerment, school-enterprise co-education and multi-dimensional training. However, compared with the actual demand for high-quality development, There are still some practical problems, such as lack of

power orientation, shallow ability and quality, and difficulty of development mechanism, which restrict the construction and development of the teaching staff of "double-high" colleges and universities. It is worth noting that in the process of reform of China's public higher vocational colleges, the construction of "double-qualified" teachers has become the main factor affecting team performance and organizational performance.

The CIB behavior of employees in higher vocational schools in China is mainly measured through five aspects: altruism, responsibility, civic morality, sportsmanship and politeness(Organ,1988).The harmonious atmosphere and clear development orientation in the organization can enable employees to take the initiative to care about the development of the organization, take the initiative to seek solutions when the organization and team face problems, and promote the knowledge learning of the team and the organization. It can also promote employees to care about the development of colleagues, so that employees can understand each other, promote employee growth and organizational development, and thus provide organizational productivity. At the same time, the positive attitude of individual employees and the spirit of team tolerance can effectively solve the negative states and mistakes faced by the organization and team, and record and summarize them in time as a way to solve similar problems. in the process of reform, the organization needs to give employees the discretion to solve problems within the appropriate scope in order to stimulate the willingness of employees to put forward constructive suggestions in the decision making.

Good communication is an indispensable key element in an organization and plays a vital role in creating a harmonious atmosphere in the team. The transparency and quality of communication directly affects the team's collaborative effectiveness, providing a stronger motivation to achieve common goals. In an effective communication environment, smooth communication channels can be established between employees, which provides a solid foundation for the flow of information within the team. This open channel of communication helps strengthen team collaboration and enables team members to better understand each other's ideas, needs, and expectations. Through open and transparent communication, team members can more easily express their views, concerns, and grievances, thereby identifying potential conflicts in a timely manner and taking appropriate steps to resolve them. By establishing effective problem solving mechanisms, teams can respond to and overcome difficulties more quickly, and improve their flexibility and efficiency in addressing challenges.

A clear plan provides an organization with direction that allows it to respond flexibly to market changes and competitive pressures. In a constantly changing business environment, innovation is not only the key to adapting to change, but also a necessary means to maintain a competitive edge. By encouraging and supporting employees to come up with new ideas, adopt new technologies, and continually improve business processes, organizations can remain dynamic and agile in the marketplace. Effective financial management includes the rational use of assets, the effective control of costs and the continuous growth of income, laying a solid financial foundation for future development. Positive, satisfied groups of employees are more likely to put in more effort increase productivity, and remain loyal to the organization.

This paper will explore the relationship between civic organizational behavior and team performance, organizational behavior and organizational performance, and team performance and organizational performance. The relationship between citizen organization behavior, team performance and organization behavior is multifaceted. Based on a survey of 413 employees at seven Chinese vocational colleges, we reached the following conclusions.

First, there is a strong to very strong direct relationship between organizational citizenship behavior and sub variables of team performance. In the analysis of sub-variables, the behavior of civic organizations requires the team to provide a good atmosphere, and a good atmosphere can promote the improvement of civic organization behavior. By studying the relationship between them, we can improve the team behavior to promote the active choice of civic organization behavior, and then promote the improvement of team performance. For example, good team communication mechanism and conflict resolution methods can effectively solve the problems faced by the team and cultivate the sense of responsibility of employees.

Secondly, it shows that there is a medium strong direct relationship between the dimensions of organizational citizenship behavior and organizational performance. Organizational citizenship behavior has a positive and direct impact on organizational performance, which provides a powerful inspiration for organizational managers. Focusing on and promoting employee citizenship is an effective strategy in shaping organizational culture and improving overall performance. By creating a work environment that encourages participation and innovation, organizations can tap into the intrinsic motivation of their employees, thereby driving the overall performance of the organization in a better direction. This discovery helps us to more fully understand and optimize the interactions between factors within organizations, laying a solid foundation for their sustainable success.

Thirdly, it shows that here is a strong direct relationship between the sub variables of team performance and organizational performance. Focusing on team performance is a key strategy in shaping organizational culture and improving overall performance. By stimulating team members' enthusiasm for collaboration and enhancing the team's ability to innovate, organizations can achieve more coordinated work results at all levels. This also further highlights the critical role of the team as the engine driving overall organizational success. The strong direct relationship between team performance and organizational performance provides us with deep insight, providing clear evidence of interaction between factors within the organization. In future organizational management practice, understanding and strengthening the relationship between team and organizational performance will become an important strategy to achieve long-term success.

**Objectives of the Study** - This study generates a framework for the public vocational colleges in Henan Province, China that exhibits the relationship among organizational citizenship behavior, team performance and organizational performance for the human resource management. Specifically, this paper described the organizational citizenship behavior in terms of altruism, conscientiousness, civic virtue, sportsmanship and courtesy determined team performance of the public higher vocational colleges in terms of communication, team effectiveness and conflict resolution; assessed the organizational performance in terms of financial performance, organizational planning and innovation and employee satisfaction; test the significant relationship among organizational citizenship behavior, team performance and organizational performance and developed a framework to enhance human resource management in public vocational colleges.

## 2. Methods

**Research Design** - Explore the relationship between organizational citizen behavior, team performance and organizational performance, and take the relationship between these three variables as the basis for constructing the human resource management framework in Chinese higher vocational colleges. A large amount of data is collected through questionnaire survey, including the measurement of organizational citizen behavior, team performance evaluation and organizational performance indicators, to explore whether there is a significant correlation between organizational citizen behavior, team performance and organizational performance, so as to construct the framework of human resource management in Chinese higher vocational colleges. There is a positive correlation: organizational citizen behavior is positively correlated with team performance and organizational performance. At the same time, the study was conducted based on the following study assumptions: Organizational citizen behavior is positively correlated with team performance and organizational performance. The relationship between organizational citizen behavior, team performance and organizational performance plays a significant role in regulating the construction of HRM framework.

**Participants of the Study** - The respondents were administrators, teachers and other employees of public higher vocational colleges in Henan Province, China. The respondents were randomly selected from 7 public vocational colleges in Henan Province, each school had 60 managers, teachers and other employees. Excluding invalid questionnaires, a total of 413 questionnaires were received.

**Instrument of the Study** - Data from this study were collected using questionnaires which include four parts. At the first part, we can get the data of age, gender, length of work. The second part is the organization of Civic behavior, reflecting Altruism, Conscientiousness, Civic Virtue, Sportsmanship, Courtesy and so on. The scale is based on the five dimensions proposed by Organ in 1988 - altruism, civic virtue, responsibility, courtesy, and sportsmanship. As for the research on the constitutive dimensions of organizational citizenship behavior, the academic community has not yet reached a consensus, and there are many different research viewpoints on the constitutive dimensions. On the basis of comprehensive analysis, researches on the dimensions of organizational citizenship behavior that have a great impact mainly include: two-dimensional perspective, three-dimensional perspective, four-dimensional perspective, five-dimensional perspective, seven-dimensional perspective and nine-dimensional perspective.

The researchers believe that the dimensions of OCB vary. According to Smith, et. al., (1983), altruism and general obedience are the two main dimensions of the OCB, while Oragon (1988) identifies five dimensions of the OCB - altruism, conscientiousness, civic virtue, courtesy, and sportsmanship, later (Oragon, 1988). Citation 1990) expanded the scope of peacekeeping and cheerleading. Based on the five dimensions of organs, Graham (1989) proposed that interpersonal help, personal initiative, diligence and loyalty boost are the four dimensions of OCB. Later Graham (citation 1991) narrowed the dimensions to three - organizational obedience, organizational commitment, and organizational participation. Podsakoff, et. al., (2000) identify beneficial behavior, sportsmanship, loyalty to and compliance with organizations, civic virtue, and personal initiative including self-development. However, although research has identified different dimensions of OCB, the most relevant dimensions of OCB remain those originally proposed by Organ (citation 1988) - altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. Altruism refers to the behavior of employees who voluntarily help others with work-related problems and improve performance, thereby demonstrating selfless concern for the well-being of other employees (Organ, 1988). Civic virtue relates to the interests of employees and their voluntary participation in the socio-political activities of the organization, such as attending meetings, keeping abreast of organizational developments, and being good corporate citizens (Deluga, 1998; Organ, 1988).

The third part is Team effectiveness, which reflects three aspects of Communication, Team effectiveness and Conflict resolution. Kendall, et. al.,(2004) introduced several methods to evaluate team performance, such as event based measurement, computer automatic monitoring, behavior anchoring rating scale, behavior observation scale and self-report method. Among them, self-evaluation of performance has been widely applied and promoted in the field of organizational behavior and human resource management. This paper mainly uses subjective reporting method to measure team performance.

The measurement of performance can be either single dimension or multi-dimension. What is measured can be applied to all jobs or specific to a particular job. However, in real research scenarios, scholars generally adopt a scale of one or two dimensions applicable to most jobs when measuring team performance. Williams, et. al., (1991) developed a single-dimensional four-item scale of performance, representing items such as "the team successfully completed the assigned task". This scale has been widely used in the research of team performance measurement, and has been applied in the context of our country by relevant scholars. This scale is also used as a measuring tool in this paper. Borman, et. al., (1997) developed a binary scale of performance, which mainly focuses on the performance achieved by people in the process of completing tasks (that is, task performance) and the performance associated with specific work situations (that is, relational performance). Conger et al. (2000) compiled a single-dimensional team performance scale to measure team task performance, representing items such as "our team has achieved a high level of performance". Other scholars have also summarized the evaluation criteria of team performance. Savelsbergh et al. (2016) selected 48 measurement indicators of team performance through literature review, interview, expert classification and other steps, and then evaluated them and finally came up with the three most important indicators that affect team performance: reaching the standard quality, achieving the expected plan, and obtaining customer recognition. Rousseau and Aube (2010) measured team performance based on previous studies by selecting five indicators: expected goal, quantity completed, quality achieved, working time and cost invested.

In addition, Pina et al. (2008) proposed two measurement methods of team performance based on team members, namely, individual-related measurement and project-related measurement. The former is to take the average value of all individual performance evaluations to represent the performance of the whole team after individual performance evaluations are made respectively. The latter is still answered by team members, but the project content provided is focused on the team and directly reflects the situation of the team. In the actual research, these two ways to evaluate team performance have been applied by scholars.

The fourth part is Organizational performance, including Financial performance, Organizational planning and innovation and Employee satisfaction. The evaluation of organizational performance is measured by different performance indicators. In order to further understand the measurement of organizational performance and improve organizational performance, it is necessary to classify the evaluation methods of organizational performance. Generally speaking, the evaluation methods of organizational performance can be classified from the following three perspectives: the performance evaluation methods of single criteria and multiple criteria, the evaluation methods of financial indicators and non-financial indicators, and the evaluation methods of objective indicators and subjective indicators.

The dimensions of organizational performance can be divided into four categories: the first category is single and multi-dimensional; The second category is financial and non-financial indicators; The third category is subjective and objective measurement; The fourth category is task performance and contextual performance. The first type, single and multi-dimensional. One-dimensional means that only one indicator is used to measure performance, and most of the early performance models were univariate. Steers summarized the most commonly used univariate measures: overall performance, productivity, employee satisfaction, profit margin, etc.(Steers, 1975). However, a single variable can not effectively represent organizational performance, so it is easy to produce measurement deviation. Therefore, the multi-dimension measurement index came into being. Among the multidimensional models, Walker, et. al., model is the most representative. In their opinion, ,the measurement of organizational performance should take into account the stakeholders of an institution, as well as long-term and short-term factors, so organizational performance is divided into three dimensions: effectiveness, efficiency and adaptability (Walker,et. al., (1987). Their classification has been approved and applied by many scholars.

Financial indicators and non-financial indicator are the second type. It is biased to evaluate organizational performance only from perspective of finance. Financial indicators are used to measure the degree to which an organization achieves economic benefits. It is more convenient to obtain financial performance indicator data, but it is more difficult to mine non-financial performance information, and it is difficult to have an objective measurement of results. However, non-financial performance can make up for the limitations of financial performance to some extent and make the measurement results of organizational performance more effective. Venkatraman, et. al.,(1988) summarized the research on organizational performance and divided the measurement factors of organizational performance into two aspects, financial performance and non-financial performance.

The third type is subjective measurement and objective measurement. Richard et al. divided subjective measurement into two categories: one is completely subjective, the other is a substitute for objective measurement, that is, similar to objective( Richard,et al.2009). In recent years, with the development and evolution of performance theory, the subjective measurement of organizational performance has been used more and more. The objective measurement can only rely on the real data that exist objectively. Both subjective measurement and objective measurement have appropriate application scenarios. Matsuno (2002) and Venkatraman (1986) believe that subjective and objective measurement results are closely related, and appropriate measurement methods should be selected according to specific measurement objects. The fourth type is task performance and peripheral performance. Different from previous research perspectives, Borman, et. al.,(1997) divided performance into task performance and peripheral performance based on the specific behavior of performance [3]. Task performance represents the contribution made by an organization or an individual to the completion of the organization's objectives and tasks in a certain period of time. Peripheral performance does not

directly affect organizational goals, but has such important social connection between institutions and personals. Conway (1996) proved such objective existence of peripheral performance through his research.

**Data Gathering Procedure** - In this study, questionnaires and interviews were used to collect data. Firstly, according to the scale, category and development trend of public higher vocational colleges in Henan Province, the sample schools are selected by Delphi method. After obtaining some information through the initial interview with the survey objects, the interview information is sorted out. On the basis of the preliminary questionnaire, the questionnaire was issued after the second compilation. In order to ensure the privacy of participants and the accuracy of data, the questionnaire was conducted anonymously. Data will be collected by distributing self-completed questionnaires to participants. The questionnaire will be distributed electronically and respondents will be required to complete the questionnaire within a specified time frame. This study is a part of Henan Provincial Humanities and Social Science Project. With the help of the project platform of Henan Provincial Department of Education, this study will establish contact with the survey objects of 7 public higher vocational colleges, carry out empirical research, and apply the results of empirical research into practice, which has reference value for human resource management in Chinese higher vocational colleges.

**Data Analysis** - Weighted mean and rank were used to describe the organizational citizenship behavior from altruism, conscientiousness, civic virtue, sportsmanship, courtesy; to determine team performance of the public higher vocational colleges in terms of, Communication, Team effectiveness and Conflict resolution; The evaluation of organizational performance is carried out from the aspects of financial performance, organizational planning and innovation, and employee satisfaction. All the data analysis was carried out using the spss28verson. The Shapiro-Wilk data results showed that the P value of all the variables was below 0.05. which means that the data we collected did not conform to the normal distribution. So use non-parametric parameters to test the data and determine the significant relationships between variables, dimensions and indicators.

**Ethical Considerations** - To ensure that the study was conducted in an appropriate manner, some factors were considered. Informed consent: The researchers obtained informed consent from all the participants in the study. At the time of conducting the study, all participants were asked to obtain informed consent to comply with ethical considerations. The researchers carefully explained the intentions and process of the study. The defendants were told that they had the right to choose if they wished to withdraw from the proceedings at any time. Meanwhile, the respondents made it clear that the information collected would be kept strictly confidential. This study was mainly conducted with an online questionnaire survey. In the interpretation section of the questionnaire, it illustrates the details of informed consent to ensure that participants were willing to actively participate in the survey. The aims and procedures of the studies and their rights and obligations are fully explained. Confidentiality and anonymity: The privacy of the participants was also fully considered during the survey. Each ID account can only be logged in once and, when processed by technology, no one can access the relevant information except for the researchers and the respondents. The investigators also clarified to the respondents that the findings were used only for academic research and not for any other purpose. After the investigation ended, the relevant investigation link was closed. The researchers also took steps to ensure that the data storage is secure and only accessible to the research team.

### 3. Results and discussion

**Table 1**

*Summary Table on Organizational Citizenship Behavior*

Key Result Areas	Composite Mean	VI	Rank
Altruism	2.99	Agree	5
Conscientiousness	3.01	Agree	3
Civic Virtue	3.02	Agree	2
Sportsmanship	3.00	Agree	4
Courtesy	3.07	Agree	1
Grand Composite Mean	3.02	Agree	

Organization generally exhibits positive levels of Organizational Citizenship Behavior. Courtesy stands out as the strongest dimension of OCB, while Altruism is identified as an area for potential improvement. This analysis provides valuable insights into the organizational culture and areas that may require attention for further enhancement. Further investigation and targeted interventions may be beneficial to strengthen OCB across all dimensions. The study aimed to examine the impact of team resources (learning values and team leader optimism) as a moderating variable (as measured by team outcomes) affecting the relationship between team psychological capital (PsyCap) and organizational citizenship behavior (OCB). Hierarchical regression analysis confirmed the interaction of the two moderating variables and provided a positive resource for the team by enhancing the effect of team PsyCap on the team's willingness to participate in OCB. The PsyCap team acts as a positive team resource, creating an environment that inspires high levels of OCB performance. This relationship is strengthened when both team learning and team leader optimism are high. The results of the study emphasize the necessity of the existence of some situational characteristics to influence organizational outcomes, and provide support for the relevance of contingency theory.

**Table 2**

*Summary Table on Team Performance of the Public Higher Vocational Colleges*

Key Result Areas	Composite Mean	VI	Rank
Communication	3.08	Agree	3
Team Effectiveness	3.10	Agree	2
Conflict Resolution	3.13	Agree	1
Grand Composite Mean	3.10	Agree	

This data reflects generally positive perceptions of Team Performance in Public Higher Vocational Colleges. Conflict Resolution stands out as a notable strength, indicating that the colleges excel in handling conflicts within teams. Communication, while positive, is identified as an area where there might be opportunities for improvement. Team Effectiveness falls between Communication and Conflict Resolution, indicating good but not the highest performance in this aspect. To enhance overall team performance, colleges may consider focusing on improving communication strategies while maintaining and further leveraging their strength in conflict resolution. Continuous assessment and targeted interventions based on these findings can contribute to ongoing improvement in team dynamics within the colleges.

**Table 3**

*Summary Table on Organizational Performance*

Key Result Areas	Composite Mean	VI	Rank
Financial Performance	2.95	Agree	2.5
Organizational Planning and Innovation	2.99	Agree	1
Employee Satisfaction	2.95	Agree	2.5
Grand Composite Mean	2.96	Agree	

This table is a summary of the results regarding the organizational performance variables, including Financial Performance, Organizational Planning and Innovation, and Employee Satisfaction. Organizational Planning and Innovation are perceived as a notable strength, ranking first among the key result areas. Financial Performance and Employee Satisfaction are generally positive but might benefit from further attention or improvement, given their slightly lower mean scores compared to Organizational Planning and Innovation. The organization, on average, is seen as performing well, with an overall positive sentiment reflected in the grand composite mean of 2.96. To enhance overall organizational performance, the organization may consider strategies to boost financial performance and employee satisfaction, ensuring a well-rounded approach to organizational effectiveness. Continuous monitoring and strategic planning in these key result areas can contribute to sustained improvement and success.



**Table 4***Relationship Between Organizational Citizenship Behavior and Team Performance*

Variables	rho	p-value	Interpretation
<b>Altruism</b>			
Communication	0.667**	<.001	Highly Significant
Team Effectiveness	0.679**	<.001	Highly Significant
Conflict Resolution	0.681**	<.001	Highly Significant
<b>Conscientiousness</b>			
Communication	0.768**	<.001	Highly Significant
Team Effectiveness	0.783**	<.001	Highly Significant
Conflict Resolution	0.799**	<.001	Highly Significant
<b>Civic Virtue</b>			
Communication	0.747**	<.001	Highly Significant
Team Effectiveness	0.822**	<.001	Highly Significant
Conflict Resolution	0.792**	<.001	Highly Significant
<b>Sportsmanship</b>			
Communication	0.749**	<.001	Highly Significant
Team Effectiveness	0.799**	<.001	Highly Significant
Conflict Resolution	0.762**	<.001	Highly Significant
<b>Courtesy</b>			
Communication	0.787**	<.001	Highly Significant
Team Effectiveness	0.829**	<.001	Highly Significant
Conflict Resolution	0.812**	<.001	Highly Significant

\*\* . Correlation is significant at the 0.01 level

In this table, the rho-values is from 0.667 to 0.822 suggests strong to very strong indirect relationships between the sub-variables of organizational citizenship behavior and team performance. There was a strong association in the variables of organizational citizenship behavior and team performance on account of p-values are all below 0.01. Wei, et. al., (2009) analyzed the hierarchical characteristics of organizational knowledge transformation and its performance. On this basis, it was proposed that organizational knowledge transformation mainly occurs at the individual, team and organizational levels, and due to the different types of knowledge involved (implicit and explicit) and related levels (individual, team and organization), it will have different impacts on employee performance, team performance and organizational performance respectively BRRR. Therefore, enterprises should improve the knowledge transformation from three aspects, such as perfecting the communication channel of information, establishing an effective incentive mechanism, and creating a learning cultural atmosphere, so as to maximize the performance of employees, teams and organizations.

Ghasemaghahi (2020) uses a resource-based perspective to examine the complexity of tools, the utilization of big data, and the role of employee analytical skills in improving organizational performance. The research model was empirically validated by 140 senior IT professionals using survey data. The findings show that organizational performance is highest when companies deal with big data, when companies use sophisticated tools, while this is not the case when companies do not deal with big data. Furthermore, interestingly, the findings show that the utilization of big data has no significant impact on organizational performance at low levels of employees' analytical skills, which has important implications for theory and guiding business actions.

In this table, the rho-values is from 0.576 to 0.740 suggests moderate to strong direct relationships between the sub-variables of organizational citizenship behavior and organizational performance. There was a strong association in the variables of organizational citizenship behavior and organizational performance on account of p-values are all below 0.01.

Luu (2020) combines strategic, top-down management and employee-oriented, bottom-up approaches to propose a research model in which green management initiatives (i.e. the fusion of green strategy and green human resource practices) influence an organization's green performance, which in turn affects its green performance. The model was compared in the tourism service environments of South Korea and Vietnam. The results show that in both samples, environment-specific servant leadership mediates the top-down

relationship between green management initiatives and employee environmental organizational citizenship behavior (OCBE), while employee OCBE mediates the bottom-up relationship between environment-specific servant leadership.

**Table 5***Relationship Between Organizational Citizenship Behavior and Organizational Performance*

Variables	rho	p-value	Interpretation
<b>Altruism</b>			
Financial Performance	0.576**	<.001	Highly Significant
Organizational Planning and Innovation	0.621**	<.001	Highly Significant
Employee Satisfaction	0.580**	<.001	Highly Significant
<b>Conscientiousness</b>			
Financial Performance	0.640**	<.001	Highly Significant
Organizational Planning and Innovation	0.724**	<.001	Highly Significant
Employee Satisfaction	0.700**	<.001	Highly Significant
<b>Civic Virtue</b>			
Financial Performance	0.685**	<.001	Highly Significant
Organizational Planning and Innovation	0.740**	<.001	Highly Significant
Employee Satisfaction	0.709**	<.001	Highly Significant
<b>Sportsmanship</b>			
Financial Performance	0.654**	<.001	Highly Significant
Organizational Planning and Innovation	0.739**	<.001	Highly Significant
Employee Satisfaction	0.714**	<.001	Highly Significant
<b>Courtesy</b>			
Financial Performance	0.699**	<.001	Highly Significant
Organizational Planning and Innovation	0.731**	<.001	Highly Significant
Employee Satisfaction	0.711**	<.001	Highly Significant

\*\* . Correlation is significant at the 0.01 level

In this table, the rho-values is from 0.576 to 0.740 suggests moderate to strong direct relationships between the sub-variables of organizational citizenship behavior and organizational performance. There was a vita association in the variables of on account of p-values are all below 0.01. Kutlubay, et. al., (2019) argues that both companies and higher education institutions emphasize the value of teamwork in improving organizational performance. In this empirical study, the effect of social relationships on team performance was studied. The results show that there is an inverted U-shaped relationship between the average number of friends in a team and team performance, and this relationship is negatively moderated by the degree of conflict. Based on the discovery and evaluation of existing methods (randomization, self-formation, assignment), the authors propose a hybrid, two-stage approach to team formation to improve team performance while successfully meeting the relevant formation criteria

**Table 6***Relationship Between Team Performance and Organizational Performance*

Variables	rho	p-value	Interpretation
<b>Communication</b>			
Financial Performance	0.650**	<.001	Highly Significant
Organizational Planning and Innovation	0.685**	<.001	Highly Significant
Employee Satisfaction	0.639**	<.001	Highly Significant
<b>Team Effectiveness</b>			
Financial Performance	0.704**	<.001	Highly Significant
Organizational Planning and Innovation	0.769**	<.001	Highly Significant
Employee Satisfaction	0.667**	<.001	Highly Significant
<b>Conflict Resolution</b>			
Financial Performance	0.709**	<.001	Highly Significant
Organizational Planning and Innovation	0.743**	<.001	Highly Significant
Employee Satisfaction	0.647**	<.001	Highly Significant

\*\* . Correlation is significant at the 0.01 level

This paper explore the relationship between civic organizational behavior and team performance,

organizational behavior and organizational performance, and team performance and organizational performance. The relationship between citizen organization behavior, team performance and organization behavior is multifaceted.

First, through the above results, it was revealed that organizational citizenship behavior is positively correlated with team performance and organizational performance. The relationship between organizational citizenship behavior, team performance and organizational performance is a vita moderating part of the construction of human resource management framework.

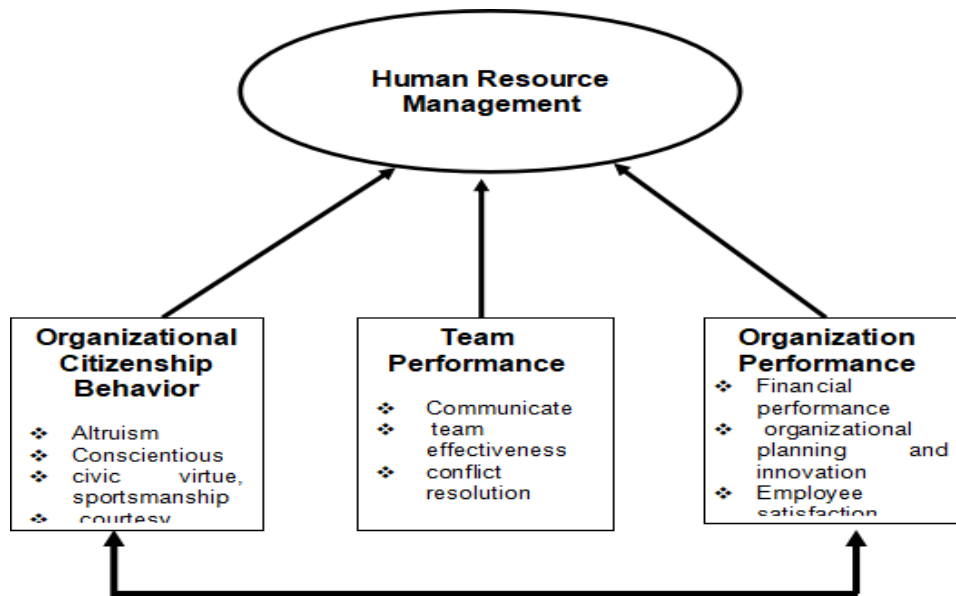


Figure 1. Human Resource Management Framework for Chinese Public Vocational College

Second, there is a strong to very strong direct relationship between organizational citizenship behavior and the subvariables of team performance. In the analysis of sub-variables, the behavior of civic organizations requires the team to provide a good atmosphere, and a good atmosphere can promote the improvement of civic organization behavior. By studying the relationship between them, we can improve the team behavior to promote the active choice of civic organization behavior, and then promote the improvement of team performance. For example, good team communication mechanism and conflict resolution methods can effectively solve the problems faced by the team and cultivate the sense of responsibility of employees.

Third, it suggests that there is a direct relationship from moderate to strong direct relationship between the sub-variables of organizational citizenship behavior and organizational performance. Organizational citizenship behavior has a positive and direct impact on organizational performance, which provides a powerful inspiration for organizational managers. Focusing on and promoting employee citizenship is an effective strategy in shaping organizational culture and improving overall performance. By creating a work environment that encourages participation and innovation, organizations can tap into the intrinsic motivation of their employees, thereby driving the overall performance of the organization in a better direction. This discovery helps us to more fully understand and optimize the interactions between factors within organizations, laying a solid foundation for their sustainable success.

Fourth, it indicates a strong direct relationship between the subvariables of team performance and organizational performance. Focusing on team performance is a key strategy in shaping the organizational culture and improving overall performance. By stimulating the cooperation enthusiasm of the team members and improving the innovation ability of the team, the organization can achieve more coordinated work results at all levels. This also further highlights the key role of the team as the engine driving overall organizational success,

and the strong direct relationship between team performance and organizational performance provides deep insight and clear evidence for the interaction between factors within the organization. Understanding and strengthening the relationship between team and organizational performance will be an important strategy for long-term success. Based on the relationship of organizational civic behavior, team performance, and organizational performance, we can construct a framework for human resource management to promote the overall success of the organization.

#### 4. Conclusions and recommendations

The respondent demonstrated a high level of organizational citizenship behavior, exceeding the average for their department in all dimensions except altruism. While respondents expressed overall satisfaction with team performance, majority of them identified room for improvement in communication. Majority of the respondents expressed satisfaction with the organization's overall performance, strong organizational planning and innovation, was identified as a key contributor to this success. There is a strong to very strong direct relationship between organizational citizenship behavior and the sub-variables of team performance; while there is a moderate to strong direct relationship between organizational citizenship behavior and organizational performance and strong direct relationship between sub variables of team performance and organizational performance. Human Resource Management framework has been developed to create a positive work environment that can lead to happier and more engaged employees.

Public higher vocational colleges may consider further strengthening altruism, so as to promote the improvement of employees' behavior of civic organization. Public vocational colleges may consider improving communication strategies to enhance team performance while maintaining and further utilizing their strengths in conflict resolution. Public higher vocational colleges may consider strategies to improve financial performance and employee satisfaction to ensure overall improvement of organizational performance. The human resource management framework may be adopted by the public higher vocational colleges to standardize organizational processes and systems to ensure the realization of team goals and the implementation of organizational strategies. This study can be used in different locations or industries in future. Studying the same phenomenon in different locales or industries could help to identify factors that are specific to the current context and those that are more generalizable.

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