Volume 17 Issue 5
Originally issued as A2

Global Journal of Management and Business Research: a Administration and Management
Volume 17 Issue 2 Version 1.0 Year 2017
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Impact of Team Work Traits on Organizational Citizenship Behavior from the Viewpoint of the Employees in the Education Directorates in North Region of Jordan

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GJMBR-A Classification: JEL Code: M51, D21

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Impact of Team Work Traits on Organizational Citizenship Behavior from the Viewpoint of the Employees in the Education Directorates in North Region of Jordan

Ahmed Khudhair Mohammed [α] & Sulieman Ibraheem Shelash Al-Hawary [σ]

Abstract- This study aims at investigating the impact of team work traits on organizational citizenship behavior viewpoint of the employees in the education directorates in north region of Jordan. Five dimensions of work team traits were included in the study: clear goals, open communications, conflict management, clearly defined role, and participating leadership, on the other hand, organizational citizenship behavior was measured by five dimensions: altruism, courtesy, sportsmanship, civic virtue, conscientiousness.

The study population consists of all employees in the education directorates centers in Jordan north region. A random sample included four directorates (the First Irbid, Mafraq, Jerash, Ajloun) was chosen, The researcher used the descriptive and analytical methods, and (300) questionnaires were distributed to the study sample to collect data.

The study findings showed that the level of the work team traits availability was medium, and the defining role came on the first rank, and the level of organizational citizenship behavior was medium also, and the awareness of conscience came on the first rank.

Furthermore the study finding showed that all the independent variables have a statistically significant effect in organizational citizenship behavior, the Clear goals came in first place with an effect size (0.274), followed by the Clearly Defined role with an effect size round (0.251), followed by the effect of open communication with effect size (0.177), then came the dimension of Participating leadership with effect size (0.167), and finally came the conflict management dimension with effect size (0.146).

S The study recommended the promoting of these traits, to use them in the building of work teams using comprehensive plans work to improve the Organizational environment, and a healthy Organizational environment that supports teamwork culture, and trying to raise the level of the work team traits availability in the education directorates of the north region of Jordan to become a highly degree, because of its great role on improving the organizational citizenship behavior.

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I. Introduction

The rapid changes imposed in the business field to establish business organizations by taking their efforts towards the human resources, which is the most important essential for administrative organizations, so the human resources is the one who responsible for the success and the failure for this organization indeed, also one of the most important challenges which face the contemporary administrative organization considered to be the coordinate of the efforts for organization individuals to achieve their goals, so the traditional construction hierarchy template cannot be able to devote the scientific and technical knowledge which the organization individuals already have in all levels, and up to this, the twenty one century organizations found the way to face and obverse the huge transformation and development by going into teamwork enlightenment (Albshabshah & Al-Harahsheh, 2006).

The teamwork consists of individuals which decide to accomplish a certain goal, they obtained this idea from their way of living in the old times, when they went for hunting and facing life hardships together just to stay alive (Jabr Allah, 2012).

The staff attributes become as the driving force on the dynamics and team work flow and how this force impact on their behaviors and the interactions between team members when doing their tasks. And (Al-Hawy, 2009) sees that this traits are to achieve work flow in the team by giving members the ability to accomplish the tasks through their interconnection between each other so they accomplish organization goals. Also, this traits considered to be one of the most important indicators that the organization needs to form a team work depending on the combinations in which task needs to be accomplished.

The organization nowadays aimed in competitive world about new ways to achieve the maximum efficiency for their employers, where nowadays this organization passing through different

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conditions seems like an arms races in wartime, so it leads to continuously looking for this scientific and administrative way that leads to form a new generation of employer called organization citizens (Al-Hawary & Hadad, 2016). the organization must be capable of changing the individuals behaviors which help to organizational development by being far from selfishness behaviors, and up to this, many of researchers got interested in the behavior of organizational citizenship (OCB) (Lee et al., 2013).Which is a willing behavior that employer has to do by his/her choice without being the organization rewards and incentives is what he/she aimed for (Podsak off et al., 2000).

The importance of organizational citizenship came from being a positive behavior which gives a suitable work environment for corporation and it makes some of employers to finish their work perfectly and make them more qualified about their responsibilities for tasks as well, also it's the main source for accomplish the competitive advantage so nowadays it becomes a strategic balance in business filed (Kolade et al., 2014; Al-Hawary & Hadad, 2016), if the organizational citizenship behaviors is found then it makes the individual or employer has the ability to improve his/her skills and experience that brings back the benefits for his/her work and organization (Pooja & Abeeda, 2014), in despite of that the organizational citizenship is not clearly documented but it still have a distinct influence to accomplish the effective organizational performance (Abdullah & Boyle,2015).

Naeem, Malik & Bano (2014) and Raghoebarsing (2011) showed that the behavior for organizational citizenship has an impact on organizational effectiveness. And what Ismail, Jassim & Saber (2012) assured for the importance of organizational citizenship for individuals where it could be a capable environment to motivate and develop creativity through unrestraint the ideas and suggestions that come up from individuals, which can lead for the achievement motivation and empowering performance. Also to have the sense of responsibility for the organization, to give individuals a chance so they can measure and see their management capabilities to enable them for being a part of making decisions as well.

Education sector is one of the most important sectors that are developing countries push forward progress, because of science generations are built, that are the source of competent human resources, and its mine to feed other sectors(Al-Hawary, 2010; Al-Hawary, 2010), so it requires finding ways to achieve sustainability of this sector, in achieving continuity towards development, and finding ways to achieve it through internal environment directorates of education to fit with the external environment (Al-Hawary & Alajmi, 2017). The researchers found the need to identify the team work traits level, and learn how to acquire between team members within these directorates, and does have an impact on the organizational citizenship behavior?, because the team work is an important means of integration of staff through team members interaction with each other, and how they acquire new affiliates these attributes through the social system governed by profession controls work, and that the researcher tries through this to identify the impact of team work traits on organizational citizenship behavior from the perspective of employees working in the Education Directorates in North Region of Jordan.

This study draws its importance as it represents the accumulation of knowledge by supporting the scientific library as a contributions to meet a fraction of the theoretical literature relevant around the concept of team work traits, and organizational citizenship behavior, and is expected to contribute to this study pave the way for other researchers to delve into these topics, to open horizons for new studies in light of the study results, due to the multiplicity of opinions among researchers about the dimensions of these two variables, so this study came to identify teamwork traits impact on organizational citizenship behavior in the Education Directorates in North Region of Jordan.

II. Theoretical Framework

a) Team work concept

Numerous definitions that addressed team work in Arabic and English studies, Kohn & OConnell (2007) define teamwork that is a group of individuals which are characterized by interaction among themselves, to achieve the common goal, which controlling, and directing behavior towards teamwork, and Xyrichis & Ream (2007) by studying health teams that team is a group of individuals sharing common objectives determined by community needs or organization through the contribution of each Member according to competence and skill they possessed, and in coordination with other functions. Griffin & Moorhead (2012) defined team as a small number of people with complementary skills, who are committed to a common performance standards, and agree on the approach for mutual responsibility, and Mangi et al (2015) indicate that teamwork is a group of human being that they have high performance, when its members along with the spirit that enables them to achieve the group goal in the workplace with confidence and cooperation, and reduces the workload for everyone which enables them to exchange ideas and assignments.

Through what was mentioned in most previous definitions of the concept of team work from the viewpoint of researchers. The researchers may define the teamwork as a variety of individuals within the organization possess skills, values and common work, integrates, interacts, and affected with each others in an

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organized matter to achieve an agreed objective obliged by specific conduct and performance criteria and responsibility for the results of the achievement of that objective.

b) Teamwork traits

Previous studies have addressed Teamwork traits from multiple angles, according to their effect on the variables that have been discussed as productivity, job performance, and knowledge management etc. As the table below shows a set of Teamwork traits covered by previous studies.

Table (1): Teamwork traits by previous studies

Researcher	Teamwork traits
Becker et al. (2000)	Clarity of objectives, conflict management, versatility, commitment, performance quality, mutual responsibility, confidence, support
Mealiea & Baltazar (2005)	Clear objective, consensus of decision making, participative leadership, listening, flexible communication, self assessment, civilized conflict, diversity style, network, participation, informal relations, willingness to participate, clear roles and duties, independence, structural support (supporting organization), leadership/management style, learning environment
Thyleffors et al. (2005)	specialization Role, task connection, coordination, task specialization, leadership, role interdependence
Molleman & Slomp (2006)	team size, team cohesion, diversity, striations (conflicts).
Heng (2006)	team size, team type, size of the Organization), demographic characteristics (gender, age, education), behavioural characteristics (clarity of role, task division, compatibility with the objectives of the group, openness to change, accepting the differences of others)
Michela et al. (2009)	Mission and goals, team leadership, communication, decision making, conflict, motivation, culture, meetings, self-management
Alteparmakian (2010)	objective (common identity, common tasks, a sense of possibility of success), installation (clear definition of organic, recognition of individual contributions, balanced roles), interaction (mutual trust, a sense of the relationship between the members, direct and open conflict, a common information base, listen and ask questions at a high level, healthy level of stress, flexibility and ability to respond).
Meesad (2013)	Clear objectives, role definition, open and clear communication, effective decision making, balanced participation, values diversity, conflict management, positive atmosphere, cooperative relations, participative leadership
Nanc arrow et al. (2013)	Good communication, understanding and respect for the roles, the right mix of skills, quality and outcomes of care, team processes commensurate with resources, goal and clear vision, bonuses and individual opportunity, flexibility, good leadership, culture of teamwork, training and development opportunities, the career external image, personality traits.
Mangi et al. (2015)	Understanding, skills, attitudes

Based on the above, the study addressed the Teamwork traits that affect organizational citizenship behavior as mentioned in the subject of impact between two variables, in proportion with the study population where they were relying on five dimensions as follows:

Clear goals: Organizations aim through important data, assumptions or behaviors to build clear vision, which include the values to permit and reporting common values throughout the Organization (Al-Hawary, & Shdefat, 2016), and thus involve and motivate individuals to achieve them, and can derive the clear objectives of the team and measurable from the clear vision and mission statement, as much as the team members participate in the development and prioritization of objectives and a better understanding of the business requirements were more motivated to achieve these goals (Mickan & Rodger, 2000).

Michela et al. (2009) assure that clear objectives describe the Organization's mission and the direction of the broad objectives to achieve the detailed tasks, and these objectives make the staff strives to achieve them, achieving goals through collaborative and social interdependence rather than individual goals and competition (Meesad, 2013). There are objectives in both personal and organizational level, therefore it may be necessary for teams to accept diversity in these goals and try to adapt, The purpose of the team is not just achieving the goal, but adapting those goals, if the target is ambiguous or defined in the wrong way, the team will lack the motivation and commitment. And teams which lack a clear understanding of its objective

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could not fully contribute to the integrity of the Organization's strategy.

Open Communication: The team needs an open, sound, and flexible communication, especially in the beginning of its forming, especially in the standard-setting stage, where open communication is established between the team members and candidates begin showdown task within their reach to develop agreed procedures for the task group (Al-Hawary & Batayneh, 2011).

The criteria of team membership is having to learn how to give and take in the views, either with each other or with the Organization, and information exchange must be conducted with mutual respect among team members, and believed that contact with such qualities will lead to clear roles and expectations, and to increase the productivity of team, strengthen cooperation and resolve problems, improve working relations, and increase job satisfaction and the conflicts will be less destructive, as well as those traits that characterize open communication will enhance personal sense of accomplishment, and strengthening the capacity of solving problems through critical review of opinions as a learning opportunity, and therefore team members are more willing to express their opinions, which leads to more open and effective communication (Becker et al., 2000). Meesad (2013) assures that clear and open communications avoid teams from many different problems that often can be traced to poor communication or lack of good communication skills possessed by members, such as good listening or provide constructive feedback.

Open communication within the group where there is positive feedback and actively listening to the concerns and needs of team members, and appreciate their contributions, and express what helps to create an efficient working environment and team members should be willing to give and receive constructive criticism and provide feedback accurately (Tarricone & Luca, 2002). Mealiea & Baltazar (2005) pointed out that flexible communications is a must so that team members take advantage of communications opportunities and sharing of emotions and information, and provide timely feedback with the members of the task group. This must be in a two ways communications, and ideas don't usually move up, we do mean to senior management direction, that one of the reasons impeding the success of teams (Nancarrow et al., 2013). Nazzaro & Strazzabosco (2009) see that the concept of good communication as a way for the team's success under the exchange of information by all members, and good communication makes all members provide what they know of experiences and skills and what they think and feel about the team to be more efficient.

Conflict management: The conflict is highly controversial opinions due to the inability to meet needs or goals, or objectives, or because objectives are not clear, unacceptable, unrealistic, or are in opposition by interested parties (Bulleit, 2006). Conflict management means that teams put appropriate internal mechanisms and personal sensitivities to manage conflicts that may occur within the team (Mealiea & Baltazar, 2005). And conflict within the difference is inevitable, based on this principle, the definition of conflict management to manage stress instead of avoiding conflict, employees must learn to manage conflict effectively, and become high performance teams, team members go further to resolve differences with conservative on self-respect, and conflict results through collaboration in a way that industry or manage conflicting views that lead to solutions to problems (Becker et al., 2000). conflict management processes reflect cooperative behavior, aimed at maintaining internal relationships, and in turn face destructive actions hostile to cooperation as competitive behaviour that is likely to upset the relationship or that reduces the odds, and by focusing on constructive ways in managing conflict stems from faith in explaining the basic functional conflicts in teams (Desivilya et al., 2010).

Conflict within the team must make sure not to over problems under a rug team without standing on solving them, and find out why they occur, and this meant that team member's discussing views about a particular issue, so that they have a vision of the conflict process based not disruptive as well as a healthy way to get new ideas to solve what looks difficult problems, and conflict in a manner that can increase creativity and promote team thinking and balance all views, as conflict usually making decisions by consensus, It often leads to higher quality of decisions and allows team members to express their true feelings, and managed conflict (Meesad, 2013).

Role define: Many studies indicate that clear role is a decisive feature of the team work, because when the team members understand their duties or responsibilities, they can complete each other, and increase their inclination towards coherence and collaboration (Heng, 2006). It also defines roles explicitly contribute to involve individuals in the team, by knowing what is required and what should his performance, to feel the accomplishment and pride and satisfaction from work, moreover it is sure to make the staff is made up of a mix of different personalities that what is really needed to make an effective team (Becker et al., 2000). As understanding of team members distinguish their role, and degree of different roles within the team, and how they understand their tasks, and understand what is the appropriate of skills and knowledge necessary to perform the work, and what is their Outlook on the roles of different members, and how to find harmony to achieve team's goal (Borrill et al., 1999). Role definition is also part of a dynamic social system which allows the

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employee to use his discretion and ability to achieve results and meet organizational goals and similarly, the importance of clear roles lies in knowing the expectations about specific employee since the beginning of his implementation tasks and becomes a simple to set employees goals and organizational objectives, there is no room for any ambiguity about responsibilities and relationships with colleagues, and is likely to be the definition of posts is easy if the job descriptions well (Meesad, 2013).

Nancarrow et al. (2013) indicate that whenever the roles were understood, and team members respected their roles, and role of each other, then restrictions and limitations of each role is well understood, and there will be an understanding of how roles have the ability to affect the recipients of the service (customers) provided by a member of the team who responsible for that role, there should be suitable in roles of each Member group, and is different from the rest of the team to make it special and explicit liability.

Participative leadership: Participatory leadership described as leader sought to collect various views and various proposals and encourage participation in decision making, especially when the team members are involved in that decision (Al-Hawary & Abu-Laimon, 2013; Al-Hawary et al., 2011), which promote accurate diagnosis of the problem, as well as strengthening the interdependence of members together and create and stimulate team spirit (Heng, 2006). Bogdanić (2012) defined this style of leadership as the way that managers behave in the process of making and implementing decisions. Somech (2003) defined participative leadership as joint decision making or shared influencing at least in the decision making process through a superior number of employees.

Participative leadership is the leader method that allows participation of all team members in identifying the fundamental objectives, and the development of procedures and strategies to achieve those goals. From this perspective, participative leadership could be seen as a leadership styles that rely heavily on the functioning of the leader as a facilitator of team operations instead of just issuing orders or make modifications, this type of participation can be used in leadership style in business conditions, voluntary organizations, and even inside the House, that co also means to involve team members in making decisions, as leader share team members in making decisions, and this is most important when the need for creative thinking in solving complex problems (Meesad, 2013). and leadership functions should be performed by reliable so as to guide and coordinate the activities of other team members (Al-Hawary & AL-Zeaud, 2011), and assess their performance, and assign tasks to them and motivate them, planning and organizing the positive atmosphere of the team (Michela et al., 2009).

c) Organizational citizenship behavior

During the II World War, the United States linked military front eighth internal front and urged all its citizens in various sectors to increase productivity and efficiency, and make citizens feel that they are able to achieve victory, each according to his position, even if away from the battlefields where they were distributing posters had slogans that every citizen is a fighter (Bird & Rubenstein, 2013). These developments may be that coincided with the outbreak of the second world war are inspired by Bernard (1938) in the composition of the beginnings of the term organizational citizenship behavior (to cooperate) (Mehboob & Bhutto, 2012). As Bernard broad investigative analysis fundamentals driving organizational behavior which1964 Katz relied on, when he identified three major styles and then organizational citizenship behavior term appeared.

d) Organizational citizenship behavior concept

Numerous researchers define organizational citizenship behavior, the best definition by Organ in 1988 as voluntary individual behavior which not recognized directly or explicitly by the official reward systems, which achieves efficient Organization (Murtaza et al., 2004). Table (2) shows the organizational citizenship behavior definitions of a number of researchers.

Table (2): Organizational citizenship behavior definitions

Researcher	Definition
Fournier (2008)	Behaviors exercised by Organization members beyond the formal requirements of the job but optional voluntary contributions by individuals for the benefit of the Organization and is not mandatory and is not included in the list of job descriptions for jobs and there is no guarantee of reward or compensated by the organization.
Miao & Kim (2009)	Voluntary individual behavior, which not recognized directly or explicitly by the formal reward system, which enhances the effectiveness of the Organization's job.
Aba-Zeid (2009)	Actions relating to what the individual do within the work environment as a voluntary optional with intend to achieve the objectives of the Organization, these acts do not fall within the official duties, and not recognized by the system of incentives and bonuses approved by the organization
Lee et al. (2013)	The free will of the individual to contribute more effectively to perform his functions without any formal compensation by organization.

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Albshabshah et al. (2011)	The procedures done by the employee and beyond the minimum requirements of the role expected by the organization which promoted the welfare of coworkers and the organization.
Kolade et al. (2014)	A special part of work behavior, including individual behavior which is beneficial to the organization which is not subject to formal rewards systems and is often part of the psychological contract between the individual and his organization and hoped to be rewarded by the employer or organization.
Rostami & Pir (2014)	Individual authority is not subject to any direct or indirect remuneration which is effective and recommended behavior in human and organizational behavior system.
Al-Azzam (2015)	Behavior stems from the will of the individual as a voluntary choice behavior not rewarded to do and not be punished for leaving it, but this behavior has a role in improving job performance and increase efficiency and help the Organization to stay on top of the generous and confront their competitors.

e) Organizational citizenship behavior dimensions

Despite some differences among researchers regarding organizational citizenship behavior subject, this concept centered around two types of behaviors: compliance and assistance which was centered around them the dimensions of organizational citizenship behaviors, that appears its measurement clearly to workers in many organizations (Robertson, 2013). While Cooper (2010) assured that organizational citizenship behavior is divided into two main branches of other dimensions are altruism and general compliance, whereas altruism is a managerial behavior in a way to help someone to someone else, and when the employee helping a colleague in completing work-related task, such assistance is part of the compliance. The organizational citizenship behavior also divides into two kinds: one about individual and organizational, the other toward the Organization, and the first group is called conscience or consciousness, it is the individual behavior towards the initiative in completing tasks, taking into account the regulatory functions, and the second is called altruism is that an individual's attitudes towards colleagues to deal with labor issues (Chen, Yang, 2012).

Table (3): Organizational citizenship behavior dimensions

Researchers	Dimensions
Chiun Lo (2009)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue
Miao & Kim (2009)	Courtesy, Sportsmanship
Zhang (2011)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue
Ajgaonkar et al. (2012)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue
Martinez, Illinois (2013)	Sportsmanship, Civic Virtue, help
Hougyun (2014)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue
Kolade et al. (2014)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue

Through what has been identified by previous studies in the above table, the current study selected five dimensions: (Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue).

Altruism: Selfless intended for the welfare of others or virtue in many cultures for religious cultures and is the opposite of selfishness and work to help colleagues, helping them for their responsibilities (Ajgaonkar et al., 2012). Altruism is an ethical behavior is committed to helping others and serve them to sacrifice self interest. And there you find staff who does this behavior despite his workload or particular problems, and this is one of the creations of divine religions, and religion of Islam. This behavior is directed towards helping coworkers or customers or who is responsible in performing their functions within the Organization, and not for the purpose of obtaining a motivational reward for such behavior (Al-Azzam, 2015). Cooper (2010) indicated that altruism regards with discretionary behaviors that are geared toward helping specific individual to complete relevant organizational task.

Courtesy: another dimension of organizational citizenship behaviors, where employee conduct polite and thoughtful side to side while trying to avoid creating problems, and the difference between them and the help that it is precisely this conscious effort that prevents problems and try to make things as easy as possible for other employees as possible (Williams (2013). This behavior also aims to address and resolve problems between the individual and his colleagues at work, and with clients (Al-Azzam, 2015), and this dimension focuses on respectable behaviors and avoid creating problems related to work with others, as an employee consultation with a colleague before taking action to avoid creating problems with him or harass him or make his job harder (Kolade et al., 2004).

Conscientiousness: Organization rules and policies require acceptable degree of obedience by their workers, such as respecting the times of attendance, precision, order, and take care of the Organization's property, yet the mechanisms of organizational discipline imposed minimum and cannot be imposed more especially in civic organizations, so that

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Conscientiousness be so clear to the extent to which an individual applies to those rules and regulatory mechanisms more than the minimum, applied by the management of the Organization (Albshashbh & Al-Harahsheh, 2011). It also refers to compliance with regulatory rules and regulations such as not taking a break or a vacation from work, and provide work reports on time (Hougyun, 2014). This behavior exceeds the minimum functional requirements as well as maintain follow the rules and regulations established by the Organization, even in the absence of control and supervision by others (Saed, Abdul Sattar, 2014).

Sportsmanship: the principle of tolerance which must form an inevitable part of every organizational framework and is important for enhancing the morale of colleagues as well as reducing labor turnover (Chiun, Lo 2009). It also referring to absorb things that don't match the expectations of the individual in a work environment, that caused whining and complaining and making him able to sense others ' problems and the ability of tolerance and patience (Abu-Zaid, 2009).

Civic Virtue: this dimension focuses on the protection of the Organization's resources by avoiding negative behaviors that exploit their policies and resources for personal use, and to participate in group action, and focus on the contributions that fall outside the limits of the organization, or in the external environment with actors make sure company's contribution to social welfare and protect the image or reputation of the company (Miao & Kim, 2009). This behavior is available to employees who are interested in the life of the Organization, and to participate in matters of policy, and make it over their personal goals, Civic Virtue reflects the individual desire in a serious and constructive integration in all activities that satisfy the effectiveness of the Organization even though informal (Abdullah et al., 2008). As well as sharing of responsibility and intervene to improve and develop the work, and concern for the future of the Organization (Martinez, Illinois, 2013). Al-Azzam (2015) also finds that one of the Civic values that are based on the individual's participation, and interest in the organization effectiveness, through those activities that reflect the spirit and loyalty to the organization as maintaining permanent devices that individual uses, and do maintenance and ensure validity of the work and the purpose for which it was hired for.

f) *Team Work Traits and Organizational Citizenship Behavior Clear goals and Organizational Citizenship Behavior*

The relationship Forming between Clear goals and the organizational citizenship behavior is that promote individual behavior that achieves the goals of the organization, by contributing to the social and psychological environment, where the organization intervene in setting clear objectives which needed to follow the rules of the Organization, this means identifying a fairer system of evaluation and control to meet those goals, and such integrity and clarity creates culture enhances desire to workers ' to work overtime which embodies one of the landmarks of organizational citizenship behavior, and clarity of goal makes the employee able to know how far should work to meet performance standards, and what is the extra work that enhances the desired performance targets (Farooqui, 2012). It also Clears goals defines the required performance expected from members of the Organization to be determined indirectly in the psychological contract, and the value of additional behaviors to them beyond the minimum expected level or informal performance, and so when the formal framework of the organization more clear, the employees will have the option to adopt or avoid these behaviors, and this is a policy that determines the expected voltage target to the minimum required to get the job done, and at this point no further action is good reality within Organizational citizenship behaviors, as it may occur a negative relationship between goal setting and organizational citizenship behavior when they become official duties more clearer, which may be less incentive to perform higher performance than the level required, which may reduce organizational citizenship behavior (Gadot & Angert, 2007). Based on these findings the following hypothesis is suggested:

H: Clear goals directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

g) *Open communications and Organizational Citizenship Behavior*

Open communication is about the ability of the employee to receive information which related to work in various emerging trends (upside, and downside) coming from work colleagues or team members, they explain the role and objectives of the employee wishes to achieve, as it creates a healthy environment within the organization which provide contentment of staff in achieving workplace satisfaction. As to having managers or team leader for communication skills, and keep channels of communication open between him and team members or employees affect organizational citizenship behavior (Uğurlu & Sincar, 2013). By clarifying any ambiguity of work, or what employee facing toward a specific issue, his sense of freedom to communicate and transfer credible information to the manager will enhance confidence and cohesion among themselves, and thus the spirit of cooperation will be created which generates concern for prosperity within the team. And to achieve a sense of employee satisfaction toward communication, it should be related positively to better performance, and specifically the communication affect job performance, as organizational citizenship behavior an aspect of the job performance, it can concluded that satisfaction about

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communication in the working environment positively associated with organizational citizenship behavior, and this is confirmed by the social exchange theory (Kandlousi et al., 2010). Open communication is a part of organizational communication, and is an expressive image to communicate effectively to build appropriate channels of communication between managers and employees, to contribute to the overall performance of the Organization, so, organizational communication must be seen as an important issue in strengthening organizational citizenship behavior for employees, because of its role in strengthening the relationship between them and the Organization (Yildirim, 2014). Based on these findings the following hypothesis is suggested:

H: Open communications directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

h) Conflict management and Organizational Citizenship Behavior

The contribution of the employee to resolve conflicts that may arise from the degree of freedom afforded to him by the management or team, maybe bring coherence and collaboration among team members that contribution and participation on the basis of available clarity and confidence, and as part of voluntary behaviors to try to resolve the conflict. A jgaonkar et al. (2012) demonstrates, when he mentioned one of the organizational citizenship behavior definitions (civility) that is a discretionary behavior by employee to resolve issues and build consensus and effective contribution in resolving conflicts, locating resources, and the possible expertise to solve organizational problems, and collaborate with others, and try to influence others through their own work. So when there is conflict management as part of the team, as one of its methods to resolve conflicts, and conflicts among members, the proportion of active contributing has raised as part of the definition of civility. As the conflict is one of the natural phenomena that go along with individuals and group, and one of social interaction between them, due to the difference in their orientation, desires and their needs on the one hand and the differences among group or team in values and directions (Sunaina & Al Bayati, 2014). Based on these findings the following hypothesis is suggested:

H: Conflict management directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

i) Role define and Organizational Citizenship Behavior

To discover aspects of organizational citizenship behavior based on how you define staff with their roles, and what are the behaviors that fall outside those roles, and this result is important for understanding organizational citizenship behavior where staff is seen as good citizens of the organization when they adopt behaviors outside their job components (Morrison, 1994). And may the Manager identify and develop broader roles to include some of the organizational citizenship behaviors, and thus will the employee believes that these behaviors are part of the role required and specified by the Organization, as to provide a clarification of the role of the employees by their superiors is helpful in reducing uncertainty and anxiety toward the welfare of the employee and his success in this sense, the role clarify and define is expected to evolve through employee performance feedback by management which contributes to organizational citizenship behaviors, Thus indicating a positive relationship between the role define through feedback and organizational citizenship behavior (Whitaker & Levy, 2012). Based on these findings the following hypothesis is suggested:

H: Role define directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

j) Participative leadership and Organizational Citizenship Behavior

The relationship between participative leadership and organizational citizenship behaviors Overlap on the principle of voluntary and additional role, manager or leader when his employees share some decisions concerning work might have a kind of selflessness and high confidence in subordinates, or it is planted and developed this trust between them, and participate in management activities by employees is a part of helping others and an additional, voluntary effort stems from the interest of the Organization and its future, and the desire to develop self and consciousness, also to participate in leadership and management may not be formally or request or consent of the leader on this orientations and behaviors as maintaining organizing and functioning, and correct the wrong may found in some functional activities and perspective directions of senior management or the management of organizational unit. Civic Virtue shows the individual participation in the responsibility and concern for the lives and the future of the company, and that direct the employee to participate in the organizational activities and keep abreast of developments and to defend its reputation, and to be vigilant of organizational policies and reporting any violations and listening to grievances of colleagues, and all this is part of the employee's participation in the management of the organization directly or indirectly making it more organizational citizenship behaviors.

Göksoy, (2014) indicated that the high contribution of teachers in making decisions and managing school leads to raising organizational citizenship behavior, as we find that managers are following different styles of leadership based on their

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relationships with their subordinates, which creates a distinction between them, and lead to their sense of injustice, and not belonging to the organization, which makes it a negative perspective towards engaging in organizational citizenship behaviors because organization not paying interest for them (Rubin, 2013; AL-Zoubi, 2009). Leadership has a large role in influencing employee's willingness to engage in organizational citizenship behaviors, through their association with a particular leadership style which affects the quality of the relationship between that employee with a Manager, or any member of team with such trait, and is a key to improve performance (Kashif, Khan & Rafi, 2011). And many studies have shown the existence of a positive relationship between leadership styles and organizational citizenship behavior as a study (Yesuraja & Yesudian, 2013), and study (Farvoodi et al., 2013) conducted on different occupational groups, managers and employees of the company (Ahromsazeh) which provides a positive and meaningful relationship between organizational citizenship behavior handy and participative leadership style. Based on these findings the following hypothesis is suggested:

H: Participative leadership directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

III. Research Framework

Based on study hypothesis, the following theoretical framework, shown in Figure1. As can be seen from the framework, the study investigates the impact of Team Work Traits on Organizational Citizenship Behavior from the Viewpoint of the Employees in the Education Directorates in North Region of Jordan, where Team Work Traits are the independent variable and are positively related to Organizational Citizenship Behavior as the dependent variable.

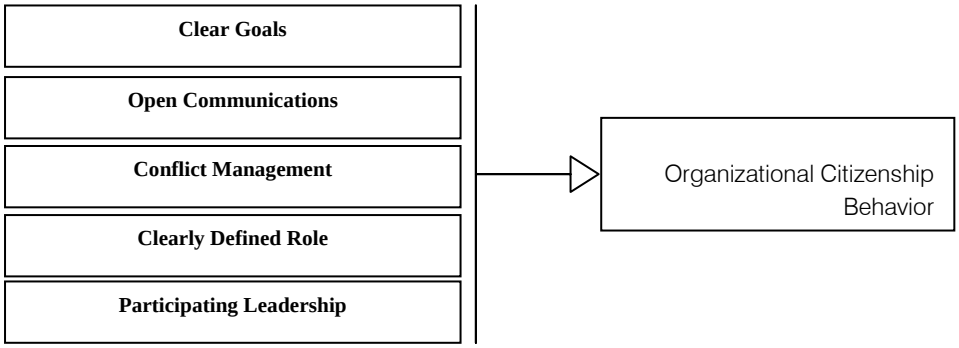


Figure 1: Theoretical Model

IV. Methodology

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool, and to test the study hypotheses employed to test the relationship between study constructs (Team Work Traits and Organizational Citizenship Behavior).

a) Data collection

Data are collected using a questionnaire. The questionnaire was divided into three sections: Section A consisted of a list of questions intended to probe the demographic variables of the respondents. Section B contained questions aimed at gauging the respondents' evaluation of Team Work Traits adoption by the Education Directorates in North Region of Jordan adopted from previous studies, and which could possibly influence Organizational Citizenship Behavior, using a five-point Likert scale. The following practices were focused on; Clear Goals (6 statements), Open Communications (6statements), Conflict Management (5 statements), Clearly Defined Role (4 statements), and Participating Leadership (4statements). Section C is also adopted from previous studies, contained questions aimed at evaluating the level of employees Organizational Citizenship Behavior were focused on these dimensions ; Altruism(6statements), Courtesy(4 statements), Sportsmanship(7statements), Civic Virtue(4 statements), Conscientiousness (5 statements).

b) Study tool

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (=5). All items were positively worded. Team Work Traits consist of Clear Goals, Open Communications, Conflict Management, Clearly Defined Role, and Participating Leadership, were adapted from previous studies (Becker et al., 2000; Messad, 2013; Heng, 2006). Organizational Citizenship Behavior dimensions consist of Altruism, Courtesy, Sportsmanship, Civic Virtue, Conscientiousness, to measure Organizational Citizenship Behavior, the most widely used measure of Organizational Citizenship Behavior adapted from Nieh off & Moorman, 1993; Kim, 2013; Lee & Allen, 2002).

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c) *Sample*

The study population consisted of all of the Employees in the Education Directorates in North Region of Jordan counted 14 Education Directorate (1712 employee), a random simple sample was selected from the study population, with reference to the sample schedule (Bartlett et al.,2002), a sample of 300 employees were selected to represent the study population, the researchers distributed the questionnaires to the study sample. (262) questionnaires retrieved. After reviewing the questionnaires show that there are (12) extremely unfit for statistical analysis, that had the study sample size (250).

Table (4): Sample characteristics

Variable		Frequency	%
Age group	less than 30	64	26%
	30- less than 40	76	30%
	40 years and more	110	44%
Gender	Male	163	65%
	Female	87	35%
Educational level	Diploma	31	12%
	Bachelor	166	66%
	Master	36	14%
	PH.D	17	7%

Females make (35 percent) of the employees on the other hand Males respondents represented (65 percent) of the sample. The largest group of respondents (44 percent) were aged 40 years and more. The next largest group (30.0 percent) were aged 30- less than 40. Smaller groups of respondents were aged less than 30 (26 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents make (66 percent), respondents with Diploma degrees make (12 percent), respondents with Master degrees make (14 percent). Finally, holders of PH.D degrees make (7 percent) of the employees. The sample characteristics of the respondents represented in Table 4.

d) *Reliability and validity of the survey instrument*

The survey instrument with 54 items was developed based on two variables Team Work Traits as independent variables with five dimensions; Clear Goals (CG1-CG6), Open Communications (CC7-OC12), Conflict Management (CM13-CM17), Clearly Defined Role (CDR18-CDR21), and Participating Leadership (PL22-PL25). Organizational Citizenship Behavior as dependent variables with five dimensions: Altruism (AL26-AL31), Courtesy (CO32-CO35), Sportsmanship (SP36-SP43), Civic Virtue (CV44-CV47), Conscientiousness (CON4852). The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gate wood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

Table (5): Factor analysis of Team Work Traits

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Clear Goals **(CG)**			.857	78.689	0.8295
CG1	0.515	0.741			
CG2	0.760	0.819			
CG3	0.831	0.615			
CG4	0.780	0.788			
CG5	0.570	0.781			
CG6	0.740	0.795			
Open Communications **(OC)**			.801	71.984	0.8478
OC7	0.501	0.801			
OC8	0.528	0.801			
OC9	0.560	0.812			
OC10	0.835	0.839			
OC11	0.751	0.899			
OC12	0.540	0.753			
Conflict Management **(CM)**			.748	57.298	0.8872
CM13	0.536	0.727			

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CM14	0.691	0.830			
CM15	0.821	0.866			
CM16	0.680	0.753			
CM17	0.820	0.848			
Clearly Defined Role **(CDR)**			.798	63.482	0.8514
CDR18	0.615	0.722			
CDR19	0.533	0.731			
CDR20	0.580	0.889			
CDR21	0.810	0.831			
Participating Leadership **(PL)**			.741	60.543	0.8561
PL22	0.730	0.745			
PL23	0.751	0.857			
PL24	0.601	0.846			
PL25	0.545	0.734			

Table (6): Factor analysis of Organizational Citizenship Behavior

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Altruism **(AL)**			.638	64.647	0.8157
AL26	0.532	0.698			
AL27	0.612	0.714			
AL28	0.569	0.687			
AL29	0.578	0.672			
AL30	0.638	0.657			
AL31	0.661	0.749			
Courtesy **(CO)**			.724	61.459	0.8245
CO32	0.587	0.635			
CO33	0.547	0.648			
CO34	0.512	0.691			
CO35	0.568	0.672			
Sportsmanship **(SP)**			.715	36.528	0.8958
SP36	0.539	0.623			
SP37	0.524	0.612			
SP38	0.612	0.742			
SP39	0.597	0.689			
SP40	0.552	0.649			
SP41	0.572	0.643			
SP42	0.539	0.613			
SP43	0.617	0.729			
Civic Virtue (CV)			.689	36.254	0.8531
CV44	0.527	0.617			
CV45	0.564	0.638			
CV46	0.618	0.761			
CV47	0.542	0.651			
Conscientiousness (CON)			.724	32.254	0.8424
CON48	0.614	0.715			
CON49	0.623	0.762			
CON50	0.598	0.679			
CON51	0.558	0.637			
CON52	0.617	0.744			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Team Work Traits, and Organizational Citizenship Behavior dimensions. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (5) and Table (6). All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table (5) and Table(6). Thus it can be concluded that the measures used in this study are valid and reliable. Kaiser-Meyer-Olkin has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table 5, and 6) are generally considered acceptable

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(Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 52.7 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself.

e) Descriptive statistics analysis

Table (7) indicates that the Employees of the Education Directorates in North Region of Jordan evaluate clearly defined role (with the highest mean scores, i.e. M= 3.64, SD=0.66) to be the most dominant of Team Work Traits and evident to a considerable extent, followed by clear goals (M= 3.56, SD=0.55), open communications (M = 3.45, SD=0.52), conflict management (M= 3.15, SD=0.67), and participating leadership (with the lowest mean scores M = 2.74, SD=0.59). With regard to Organizational Citizenship Behavior, Employees in the Education Directorates in North Region of Jordan evaluate Conscientiousness (with the highest mean scores, i.e. M = 3.66, SD=0.61) to be the most dominant Organizational Citizenship Behavior dimension within their organization and evident to a considerable extent, followed by Courtesy (M= 3.52, SD=0.63), Sportsmanship (M = 3.44, SD=0.64), Civic virtue (M = 3.33, SD=0.58), and Altruism (with the lowest mean scores M = 3.28, SD=0.52).

Table (7): Descriptive analysis of Team Work Traits and Organizational Citizenship Behavior

Dimension	Mean	Standard deviation
Team Work Traits	3.33	
clear goals	3.56	0.55
open communications	3.45	0.52
conflict management	3.15	0.67
clearly defined role	3.64	0.66
participating leadership	2.74	0.59
Organizational Citizenship Behavior	3.44	
Altruism	3.28	0.52
Courtesy	3.52	0.63
Sportsmanship	3.44	0.64
Civic virtue	3.33	0.58
Conscientiousness	3.66	0.61

V. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, Organizational Citizenship Behavior acts as the dependent variable and Team Work Traits, as the independent variables. From the result as shown in Table (7), The regression model was statistically significant (F=103.595; R2=.678; P =.000). The R2 is 0.678, which means that 67.8 per cent of the variation in Organizational Citizenship Behavior can be explained by Clear Goals, Open Communications, Conflict Management, Clearly Defined Role, and Participating Leadership. The proposed model was adequate as the F-statistic = 103.595 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Team Work Traits and Organizational Citizenship Behavior.

Table (7) also shows that Clear Goals(ß =0.273, p< 0.05), Open Communications (ß =0.177; p<0,05), Conflict Management (ß =0.146, p< 0.05), Clearly Defined Role (ß =0.251, p< 0.05), and Participating Leadership (ß =0.167, p< 0.05) had a significant and positive effect on Organizational Citizenship Behavior. This provides evidence to support H1a, H1b, H1c, H1D, and H1e. Based on the ß values clear goals has the highest impact on Organizational Citizenship Behavior followed by clearly defined role, open communications, participating leadership, finally conflict management.

Table (8): Regression Summary of Team Work Traits and Organizational Citizenship Behavior (N=423)

MODEL		UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	SIG.	COLLINEARITY STATISTICS	
		B	Std. error	ß			Tolerance	VIF
1	Constant	.128	.059		3.035	.003		
	clear goals	.224	.043	0.273	8.617	.000	0.19	5.26
	open communications	.187	.043	0.177	4.850	.000	0.14	7.26
	conflict management	.152	.030	0.146	3.261	.041	0.12	8.06

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	clearly defined role	.211	.033	0.251	6.685	.000	0.17	5.95
	participating leadership	.156	.030	0.167	3.07	.021	0.14	7.14
Notes: R 2 =.678; Adj. R 2 =.654; Sig. F = 0.000;-F value = 103.595; dependent variable, Organizational Citizenship Behavior $p < 0.01$								

VI. Discussion

Regarding the teamwork traits, the results of the study found that the level of teamwork traits is moderate, this result indicates that the representation of the Employees in the Education Directorates in North Region of Jordan for the teamwork traits not in perfect shape, and this result may be due to the lack of clearly defined strategies or programs, and not working to develop these teamwork traits in departments, this result agrees with the results of Bulbul (2009) which showed that the availability of teamwork traits of private companies In Syria came moderately, while this result is not agreed with AL-Adaileh (2006) which showed that the teamwork traits of the Jordanian ministries came to a high degree. It also varies with the result of Alvaidi (2008) which showed that the degree of teamwork traits in security services came to a high degree. As it turns out that the Employees of the Education Directorates in North Region of Jordan have a clear sense of common purpose, the more experienced members or officials explains the criteria and methods of work, with setting clear procedures to develop objectives and a clear sense of common purpose, and vary with the results of Meesad (2013) which showed the absence of a clear sense of the goals of the staff of the University of Naresuan task. As the results of this study found that the employees of the education directorates in north region of Jordan practice open communication, they have the freedom to express their views, share information, and vary with the result of Wadeh and Azzedine (2013), which showed lack communication skills, lack of conscious communication to the administrative staff in the university libraries. The result of this study also varies with (Meesad, 2013) which showed no clear regulation for open communications among Naresuan university staff.

As illustrated by the sample answers that the employees of the education directorates in north region of Jordan accept conflict as part of the work, as they are trying to identify problems and solve them, and they have confidence in themselves and the ability of team members to override problems. it turns out that the employees of the education directorates in north region of Jordan have a clear perception about the role required to get the job done, and have clear stability in the role that fall within their responsibilities, and bear the responsibility. This result is consistent with the result of (Meesad, 2013) which showed that the clear role is the most important traits of the teamwork vary within the Naresuan University employees, as well as consistent with study of (Heng, 2006) that showed a clear role has significant positive correlation with in large organizations teamwork. And it turns out that the employees of the education directorates in north region of Jordan practice elements of participative leadership, particularly using authority by Administrators /supervisors to assist staff and fosters sharing with them, the survey result agrees with the result of (Meesad, 2013) which showed that the staff of the university are practicing participative leadership, and agreed with the study (Heng, 2006) which showed participative leadership as an important part of the teamwork in large organizations While this result varies with the outcome of the study of the Wadeh and Azzedine (2013), which showed that the importance of bureaucracy, and the absence of the participative leadership within university libraries.

Regarding organizational citizenship behavior, the results of the study indicated the existence of representation of the organizational citizenship behavior for the employees of the education directorates in north region of Jordan, but not in perfect shape, this result may be attributed to the rule data of monetary life, bureaucratic and administrative redundancies, influenced by capital regulations, and declining values as altruism and consciousness, and this study disagree with study result of Abu-Zeid (2009) which showed the availability of organizational citizenship behavior to workers in the social security institution in Jordan. The directors of education of the Northern Territory in Jordan enjoy the spirit of cooperation, providing assistance to less experienced colleagues, who are exposed to stress at work, and to absent, which is represented by the value of selflessness. Add to that the employees of the education directorates in north region of Jordan who respect the rights of others, and appreciate, and share their advice and counsel, and trying to prevent problems before they occur, and these features may represent the most important pillars represent civility at work. As illustrated by the sample answers that the employees of the education directorates in north region of Jordan have accepted for others, try to understand their views, keep away from whining and complaining, try to work smoothly, and invest time in doing business, which highlighting the rule of sportsmanship in education directorates. And commit themselves to participate in meetings and offer suggestions, and also participate in voluntary acts as a guide to enjoy civilized behavior.

The results of the study indicated an effect of teamwork traits on Organizational Citizenship Behavior; this result means that the dimensions of the teamwork traits (Clear Goals, Open Communications, Conflict

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Management, Clearly Defined Role, and Participating Leadership), have a direct impact on organizational citizenship behavior dimensions (Altruism, Courtesy, Sportsmanship, Civic Virtue, Conscientiousness), in this sense it is the higher the teamwork traits, the higher organizational citizenship behavior degree rose among workers of the education directorates in North Region of Jordan.

The results showed an effect of (Clear Goals) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan, this result can be explained that having a clear sense of goal, sharing goals with team members and clarify standards and working methods, and give responsible enough guidance to improve organizational citizenship behavior of the staff of the employees in the education directorates. It turns out there is an impact of (Open Communications) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan'; this result can be interpreted as having the freedom to exchange business information with team members, and the ability to express ideas comfortably and honestly, freedom, and the opportunity to give and take in a discussion on the implementation mechanisms of work in better way, sharing feedback about the behavior of other colleagues, and make sure understand the objectives by others for the purposes of the person, constitute a whole reason to improve Organizational citizenship behavior of employees in the education directorates of the Northern Territory in Jordan.

The results showed an effect of (conflict management) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan, this result can be explained that feeling comfortable with the team when expressing concerns, and train team members to accept problems and conflicts as part of teamwork, and search for solutions when they are admitting a problem facing the teamwork, and train team members also identify and resolve potential problems and conflicts in time, constitute an important factor in improving the overall level of organizational citizenship behavior of of the employees in the education directorates of Northern Territory in Jordan. It turns out there is significant impact at the level of significance (the role define) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan, this result can be interpreted as having a clear perception about the role required to accomplish the work, and take responsibility for ensuring that work done by role, and the tendency to build tasks and activities related to the role assigned to the individual, and having clear stability role that falls within the responsibility of the individual, that will enhance the level of organizational citizenship behavior of the employees of directorates of education in the Northern Territory In Jordan.

The results showed an effect of (participating leadership) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan, this result can be interpreted that qualify of the directors and officials of directorates of education on participating leadership like to recognize responsible to all group members ' views and perceptions about how to interpret, what should be, and to create an environment to develop staff as part of the job and enables them to participate in the decision making process, and uses the power to assist staff and fosters share with them, perhaps these factors combined lead to an enhanced level of organizational citizenship behavior of the staff of the employees of directorates of education in the Northern Territory In Jordan.

VII. Recommendations

Based on the results of the study, the researcher recommends managers and decision makers of directorates of education in the Northern Territory In Jordan:

1. Managers of directorates of education of the Northern Territory in Jordan have to promote and encourage those teamwork traits to be used in team building, using comprehensive plans to improve organizational climate and a healthy organizational environment supporting a culture of teamwork.
2. Working to enhance the degree of teamwork traits among workers to become at high degree, as they have a significant impact in raising organizational citizenship behavior.
3. Review training programs, regulations and rules related to the organizational changes, cultural, educational, and social which have a direct impact on the behavior of individuals and groups in the directorates of education which impede team style as a developed managerial style.
4. Forming special strategies for directorates of education to be more clear to inculcate and develop teamwork traits to all employees directorates of education.
5. Despite having a participative environment between managers and employees, they were ranked last in averages, so directorates of education have to activate the role of employees to participate in the decision making process and take their opinions on how to interpret their jobs through constructive meetings between the parties in a more transparent manner.
6. Special rewards program included within official rewards systems contribute to encourage spontaneity and the voluntary efforts by employees.

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