

# A Survey on the Relationship of Organizational Commitment and Organizational Citizenship Behavior

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**Abstract**—Unlike in the past when the staff were expected to act based on their formal functions, in the new psychological contracts, behaviors beyond the limits of the functions are expected. In the past, public management mainly focused on the events within the bureaucracy and mostly considered the problems within the bureaucracy to be of utmost importance. Today, public management must identify its social and public dimensions and be aware of the effects of its organization on its social environment and consider the issues of citizens and citizenship as its main preoccupation. The main goal of this study is investigation of the relationship between organizational commitment and Organizational Citizenship Behavior (OCB) in the Governorship of City of Sirjan, Iran. The research method, according to the type of research, is descriptive-analytical. The sample includes 40 staff of the Governorship of Sirjan which has been selected by simple random sampling. The reliability coefficient of the questionnaires for the variables of organizational commitment and OCB have been estimated to be 88.4% and 88.7% respectively. The data analysis has been conducted at the two levels of descriptive and inferential statistics and through SPSS Software.

**Keywords**—Continuance Commitment; Emotional or Affective Commitment; Normative Commitment; Organizational Citizenship Behavior; Organizational Commitment.

**Abbreviations**—Cost-Benefit Analysis (CBA); Human Resource (HR); Organizational Citizenship Behavior (OCB).

## I. INTRODUCTION

IN today's highly competitive world, organizations are always looking for new methods for maximization of the performance and efforts of their staff. Due to global competition, meeting the needs and expectations of the customers and adaptation to the changing nature of the jobs, organizations intend and strive to choose the employees who act beyond the limits of the determined functions in the job description.

It is quite evident that for survival in the twenty-first century, organizations must adapt to the global mindset and shift their leadership towards participation in the global competitive environment. Managers of organizations must learn how to manage the changes; otherwise, they will lose the competitive conditions. Human resources (HR) is obviously the only unending and immortal source which is not only easily accessible but is also a phenomenon which in the case of proper management, will lead to the development of management. Today, humans have entered a new and unprecedented era in their lives; an era in which the world is

dramatically changing and developing. So, by the increasing development of humans, the relationship between the governments and the nations is continually changing and being re-defined. Meanwhile, organizations, as the executive arms of governments, play a highly important role in the relationship between governments and nations and the employees of organizations are in fact the key actors in organizations.

Although citizens, as factors which constitute various human communities, have been neglected and treated unkindly by leaders and managers until recently, they are today the center of attention for all those who want to have a substantial role in people's life. Those in power need the citizens' votes for their legitimacy and traders, merchants, industrialists, writers, journalists and in general all the producers present on the stage of human life, need to pay attention to the citizens' preoccupations and demands. People's behavior in the workplaces has always been considered and studied by the scholars of management sciences and after the emergence of the field of organizational behavior in the early years of 1960s greater

efforts were made in this regard. Many of the studies conducted have tried to divide the behaviors and the reasons for their emergence. Concepts such as: perception, motivation, job attitudes, organizational commitment, etc. are among the issues that trace the roots of many behaviors of people in the workplaces; however, the issue that has been proposed over the last two decades and has drawn the attention of the psychologists and sociologists as well as behaviorists, is called organizational citizenship behavior (OCB). Organizational commitment reflects people's attitudes to organizational values and goals and expresses a force that requires people to stay in the organization and perform several tasks confidently in order to help achieve organizational goals [Genevičiūtė-Janonienė & Endriulaitienė, 15].

Increase of organizational commitment leads to the increase of display of OCBs. Organizational commitment is significantly related to some dimensions of OCB. Committed people show more devotion, consideration and loyalty to the organization [Cohen, 12; Salehi & Gholtash, 13; Mamman et al., 14; Yıldırım, 17].

### **1.1. Statement of Problem**

Organizations, specifically in underdeveloped and developing countries, should pave the way for their staff and managers to confidently draw on all their experiences, capabilities and capacities so as to promote organizational goals. This is made possible only if the principles and laws related to OCB and the necessary conditions for implementation of such behaviors are provided.

Organizations today are not citizen-based and OCB is rarely seen and the staffs, intentionally or unintentionally, avoid displaying such behaviors. The staff does exactly what the rules and regulations and job descriptions have determined for them and exactly what the managers and leaders of the organization have required them to do and they do not display behaviors beyond the limits of their expected functions [Ahmadi et al., 18]; therefore, OCB is limited. Thus, one of the main problems of the organizations in today's changing and highly variable world is identification of factors that can be effective in the emergence and display of the OCB which is one of the newly emerging phenomena in the field of organizational behavior. In the initial correspondences of management, people were evaluated by behaviors which were expected of the employees in job descriptions and qualifying conditions but today behaviors beyond these limits are taken into consideration [Magdalena, 19]. These behaviors have been considered with regard to the concepts of pre-social behaviors, post-functional behaviors, and underlying performance of spontaneous behavior or OCB. Unlike in the past when the staff were expected to act based on their formal functions, in the new psychological contracts, behaviors beyond the functions are expected. Modern organizations require flexibility in order to succeed and face competitors. OCB is a type of behavior which in addition to the creation of benefits such as greater productivity, quality of the society and improvement of the

quality of work life, can take an important step in achieving this advantage [Pavalache-Ilie, 16].

According to the concepts presented with regard to OCB, this question has always been posed whether in the public organization such as the Governorship which is a highly important governmental organization- which requires special behaviors that are in some cases different from the organization's behaviors in the private sector and can be highly effective in improving the political situation of the country- this type of behavior can be taken into consideration or not.

In the Governorship organization, mostly due to great formality and complex legal procedures, people act poorly in the display of such behaviors and it seems that unlike Morrison's [9] statement according to which in citizenship behavior the staff must define the extent of their job responsibilities, they have considered limited tasks for themselves which will cause losses for the clients and the organization in the short term and the long term [Morrison, 9]; thus, apparently the factors should be investigated which can be related to the display of such behaviors in the staff. Therefore, in this study it has been decided to look into the relationship of organizational commitment and this type of behavior. Finally, based on these discussions and preoccupations, the main research question is as follows: is there a relationship between organizational commitment of the staff and their citizenship behavior?

### **1.2. Research Objectives**

The main goal in this study is evaluation of the relationship between different dimensions of organizational commitment of the staff and OCB of the staff, which includes:

1. Evaluation of various dimensions of organizational commitment of the staff
2. Evaluation of various dimensions and level of OCB of the staff
3. Evaluation of the relationship between various dimensions of organizational commitment and OCB of the staff.

## **II. LITERATURE REVIEW**

With regard to the question of whether organizational commitment is an attitude or a behavior or both, it should be stated that in the past, organizational commitment referred to loyalty and integrity in the organization which was related to the acceptance of the goals and values of the organization, the employees' job satisfaction with the organization or the inclination to cooperate with the organization. Organizational commitment, like job satisfaction, requires the display of feelings in the job success. Nevertheless, as organizational commitment basically considers the employees' attitude towards the organization, it might be related to some variables such as absenteeism, employee turnover and also job satisfaction.

Organizational commitment is considered as emotional and psychological dependence on the organization based on

which the person who is highly committed, determines his/her identity through the organization, participates in the organization and engages in it and enjoys membership in the organization.

Buchanan [1] defines commitment thus: commitment is a kind of emotional and fanatical dependence on the values and objectives of an organization; dependence on the individual's role with regard to the values and goals of the organization for the sake of the organization and apart from its instrumental values. Organizational commitment reflects people's attitudes towards organizational values and goals and indicates a force that requires the individual to stay in the organization and confidently perform several tasks in order to help achieve organizational goals. Meyer & Allen [6] three-component model of organizational commitment has led to many experimental studies. The three components of this model include:

-Emotional or affective commitment: Emotional commitment refers to the individual's emotional attachment to the organization. In this type, the individual stays in the organization because he/she has a positive view and attitude towards its mission (vocation), values and objectives. The individual therefore stays in the organization to meet these goals and values in which he/she strongly believes. The employees that have a high level of emotional commitment, are more firmly committed to their values and consider themselves to be committed to the achievement of organizational goals [Meyer & Allen, 6].

-Normative commitment: The individual stays in the organization due to the pressure of norms and ethics [Meyer & Allen, 6]. The individual does not leave the organization fearing other people's judgment regarding their leaving of the organization (due to his/her colleagues' feelings or views, attention to the employer, etc.). As stated by Wiener [2], this group of the employees do not have a strong emotional bond to the organization. This type of commitment is because the employee feels that the organization has treated him/her well and therefore he/she feels indebted to the organization or the managers.

-Continuance commitment: Commitment to the organization results from awareness of the costs of leaving the organization; that is to say, the individual stays in the organization because based on Cost-Benefit Analysis (CBA), he/she decides that it is better to stay [Meyer & Allen, 6].

Gould-Williams [11] believes that in many cases, the individual decides to stay in the organization because he/she does not want to look for a new job. This kind of commitment and staying in the organization is continuance commitment (continuous, compulsory, and residual); that is to say, the individual stays in the organization because going to another organization is costly. In today's challenging world, for global competition, meeting of the needs and expectations of the customers and adaptation to the changing nature of the jobs, organizations are trying to employ the staff that act beyond the limits of the determined functions in their job description since it is believed that these post-functional behaviors will be reflected in performance evaluation, will

affect the participation of the staff in the programs and can be an effective factor in job involvement, organizational commitment and self-esteem. Bateman & Organ [4] primarily used the term "organizational citizenship behavior" (OCB) and considered it as useful behaviors that are not mentioned in the job description but which the employees evidently display in order to help others in performing their tasks. The concept of OCB has created a great change in the field of organizational behavior. This concept has obviously caused the organizations to be innovative, flexible, productive and also responsible for their survival and success. The employees that act beyond the limits of their functions in helping others and follow the accepted policies of the organization, help to the improvement and enrichment of the public workplace and therefore positively affect the entire organization.

Bateman & Organ [4] defined the individual's OCB thus: "It is a behavior that is voluntary, has not been encouraged explicitly or implicitly by the formal reward system and will increase the organization's efficiency. Also, the inclination of the staff for performance of tasks that are beyond the limits of the formal requirements of their functions and positions, has also been known as one of the basic elements constituting OCB.

Organ [5] also believes that OCB is an individual and voluntary behavior which has not been directly designed by formal systems but nevertheless leads to the improvement of the effectiveness and efficiency of the organizational performance.

In OCB, in general that group of behaviors are considered which, although there is no obligation for their performance (by the organization), in light of their performance several benefits are caused for the organization (by the staff).

In order to increase OCBs and prevent from anti-citizenship behaviors, it is recommended that the organizational identity, organizational justice, organizational trust, organizational commitment and leadership style be taken into account since these factors have shown a significant relationship with these behaviors in successful companies. However, all these cases require experimental research in Iranian companies and organizations and are recommended to future scholars. The higher the organizational commitment (emotional or affective, normative and continuance) is, the higher the citizenship behavior will be. Graham [7], by applying his theoretical view which was based on the political philosophy and modern theory of political sciences, states that there are three types of citizenship behavior:

- 1- Obedience: This term describes the inclination of the staff for acceptance and obedience of the organizational rules, regulations and procedures [Graham, 7].
- 2- Loyalty: It explains the inclination of the staff for the sacrifice of personal interests for organizational interests and also protection of the organization [Graham, 7].

- 3- Participation: It describes the inclination of the staff for active involvement in all dimensions of the organizational life. In the experimental work, it has been shown that participation has in fact three forms:
- Social participation: It describes the active involvement of the staff in the organization’s tasks and participation in social activities of the organization (such as attending non-compulsory meetings and respecting organizational issues and moving in tandem with them)
  - Supportive participation: It describes the inclination of the staff for the improvement of the organization by suggesting innovations and encouraging the other employees to freely express their views [Graham, 7].
  - Practical (duty-based) participation: It describes the participation of the staff which is beyond the required standards of work; for example, voluntary acceptance of the obligation of additional work until late in order to finish more important projects.

Bateman & Organ [4] presented a multi-dimensional scale for OCB. This scale is comprised of five dimensions which form the structure of OCB. These five dimensions include:

- 1) Altruism: These are voluntary behaviors that encourage the employees to help in the work issues and problems of the other employees. The dimension of altruism refers to useful and profitable behaviors such as intimacy and sympathy among the colleagues which directly or indirectly help to the employees with work problems. However, some experts on citizenship behavior such as MacKenzie et al., [8], classify the dimensions of altruism and work ethic in one group and call it “helping behavior”.
- 2) Conscientiousness: These refer to post-functional voluntary behaviors which overstep the limits of job, duty and work ethic requirements. The dimension of work ethic contains various samples and in this the members of the organization display special behaviors which are beyond the minimum level of required tasks for its performance. Organ [10] also believes that people who have progressive citizenship

behavior continue to work even in the worst conditions and even at the time of disease and disability, which shows the high level of work ethic in them. This dimension is similar to what Smith et al., [3] presented as “public obedience” in 1983.

- 3) Civil virtue: constructive participation in the organizational performance is based on the company’s work procedures. This dimension includes behaviors such as attendance in additional extracurricular activities especially when this attendance is not necessary, supporting the developments and changes made by the organization’s managers and the inclination for studying books, journals and the increasing of general information and caring about hanging posters and announcements in the organization to inform others.
- 4) Sportsmanship: sportsmanship or tolerance is the fourth dimension of citizenship behavior which refers to forbearance in the face of undesirable and unfavorable conditions without any protest and dissatisfaction and complaint.
- 5) Courtesy: These are voluntary behaviors which prevent from any problems resulting from working with others. This dimension indicates how individuals behave towards the colleagues, the supervisors and the audience in the organization. The people that behave respectfully towards others in the organization, have progressive citizenship behavior.

After enumerating these dimensions, Organ [10] recalls that all five dimensions of citizenship behavior might not appear simultaneously; for example, the people who are thought to have the dimension of loyalty might not be always altruistic and loyal or some of these dimensions, such as altruism and loyalty, might be useful tactics to place the organization’s managers under pressure. That is to say, by taking these actions, the staff tries to influence the decision-making process of the organization’s managers for promoting or rewarding them. In this state, the staffs in the organization change from being “good soldiers” to being “good actors” for the organization; thus, based on these discussions, the conceptual model of research can be designed in this way.

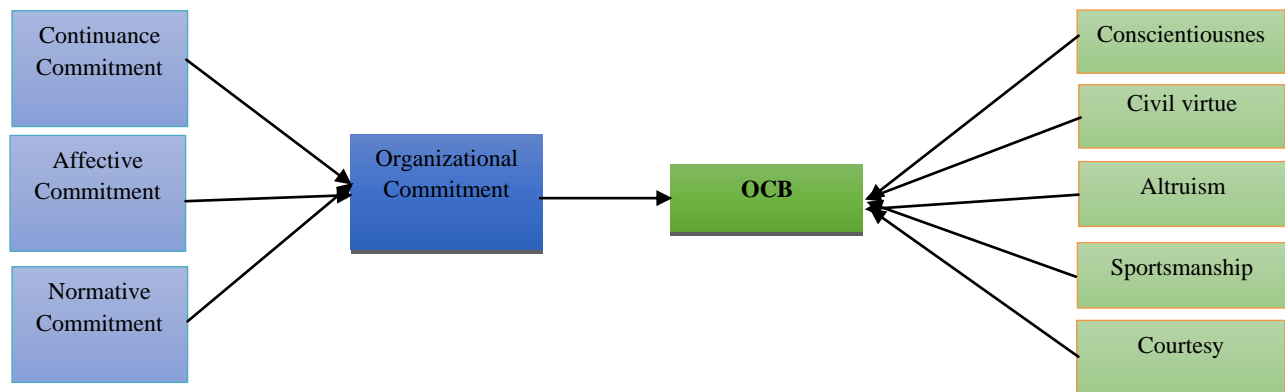


Figure 1: Conceptual Model of the Study

### III. MATERIALS AND METHODS

In general, the research method is descriptive-analytical and is considered to be applied in terms of objective. In applied studies, the goal is development of practical knowledge in a specific field. As in this study the relationship between organizational commitment and OCB of the staff in the Governorship of City of Sirjan, Iran, is studied, it is considered a survey research.

#### 3.1. Population and Sampling

The population of this study is comprised of all the staff (including the experts, middle managers and general directors and all the other official staff) of the Governorship of Sirjan which amounts to 89 individuals. In this regard, a sample of 40 is selected through random sampling and the result is generalized to the population at large.

#### 3.2. Data Collection Tool

The data collection instrument in this study is the questionnaire. The questionnaires are anonymous and enough precision has been applied in designing the questionnaire so that the questions can have adequate simplicity and clarity. In order to determine the reliability of the questionnaire, 30 questionnaires were distributed and collected. Also, in order to test the validity (in terms of content), the views of experts, university professors and expert professionals in the organization have been used. In this stage, by carrying out different interviews and obtaining the views of the people mentioned, the necessary corrections were made and it was therefore ascertained that the questionnaire evaluates the same features considered by the researcher. In this study, two questionnaires have been used in order to measure the size of the variables, and they have been distributed at the three job levels of senior managers, middle managers and organizational experts. In order to determine the level of organizational commitment, the Allen & Meyer's questionnaire which is revised by Jaros (2007) has been used. This questionnaire contains 20 questions; regarding the variables determined for evaluation of organizational commitment in this study which include: emotional or affective commitment, continuance commitment and normative commitment, for evaluation of emotional commitment, continuance commitment and normative commitment, the questions 1 to 8, the questions 9 to 15 and the questions 16 to 20 have been considered respectively. In order to measure the citizenship behavior, the Organ (1988) questionnaire has been used which includes 20 questions. Regarding the variables determined for evaluation of OCB in

this study which include: altruism, work ethic, devotion and sacrifice, citizenship virtue and respect and reverence, for evaluation of altruism, work ethic, civil virtue and respect and reverence, the questions 1 to 4, the questions 5 to 7, the questions 11 to 13 and the questions 14 to 20 have been considered respectively.

Table 1: Cronbach's Alpha for the Variables

	OCB	Continuance Commitment	Normative Commitment	Affective Commitment
Cronbach's Alpha	0.80	0.82	0.87	0.85

#### 3.3. Data Analysis

Analysis of statistical data is one of the basic steps in different studies and the results of the studies are dependent on it. For this purpose, the questionnaires that are completed by the responders are collected and the inputs required to test the hypotheses are recorded by computer and software and the data are then analyzed by SPSS Software and are changed into the data used in this study in two stages. In the first stage which is descriptive analysis, the collected data are presented in the form of table of descriptive statistics and the histogram diagram, and in the second stage which is inferential analysis, the research hypotheses are tested by means of the Pearson correlation coefficient test technique; finally, comments can be made with regard to the acceptance or rejection of each of the statistical hypotheses.

### IV. FINDINGS AND DISCUSSION

The results that have been obtained from investigation of the responses of the staff in the Governorship of Sirjan (the research population), indicates that the staff consider organizational commitment in the Governorship of Sirjan to be above average while the average score of organizational commitment must equal 60 since based on Likert's five-point scale and as organizational commitment has been assessed by 20 components and the average level for likert's scale is 3, it is therefore expected that (60= 3\*20) be obtained but it is rather observed that the average obtained based on table 2 equals 66.56 which is more than average; thus, the organizational commitment in the Governorship of Sirjan has been more than the expected average. So, for the variable of citizenship behavior, number 60 is expected but it is observed that based on table 2, it has been allocated the number 73.75 and indicates that the level of citizenship behavior has been more than the expected average.

Table 2: Average, Standard Deviation, Variance, Minimum, Maximum of the Variables

	Frequency	Min	Max	Average	Standard Deviation	Variance
Organizational Commitment	40	38	87	66.5693	9.24805	85.526
Affective Commitment	40	13	40	28.48.18	5.63093	31.707
Normative Commitment	40	6	22	16.5401	2.74937	7.559
Continuance Commitment	40	12	29	21.54.57	3.38459	11.455
OCB	40	47	96	73.7518	9.43225	88.967

Based on table 3, it is observed that the level of significance equals  $\text{sig}=0.000 < 0.01$ . Therefore, with 99% of confidence, the  $H_0$  hypothesis is rejected and the  $H_1$  hypothesis is confirmed and this relationship is significant, and based on this table it can be stated that the strength of correlation between the two variables of organizational commitment of the staff and citizenship behavior in the Governorship of Sirjan is +54%, which indicates a direct and positive relationship between the two variables. Also, based on this table, it can be stated that the strength of correlation

between the two variables of emotional commitment of the staff and citizenship behavior in the Governorship of Sirjan is +49.1%, which indicates a direct and positive relationship between the two variables. Also, based on this table it can be said that the strength of correlation between the two variables of normative commitment of the staff and citizenship behavior in the Governorship of Sirjan is +37.5%, which indicates a direct and positive relationship between the two variables.

Table 3: Correlation Coefficient of the Variables

Organizational Citizenship		OCB	Organizational Commitment	Affective Commitment	Normative Commitment	Continuance Commitment
	Pearson	1	0.544**	0.491**	0.375**	0.365**
	Two-tales		0.000	0.000	0.000	0.000
	Frequency	40	40	40	40	40

According to the results of the study, some suggestions are presented as below:

1- The results of the main research hypothesis show that there is a significant relationship between organizational commitment of the staff and their citizenship behavior and the higher the level of organizational commitment of the staff is, it will have higher impact on citizenship behavior and will lead to the improvement of citizenship behavior which in general causes an increase in effectiveness and efficiency of organizational activities.

Loyal human resource, which is compatible with organizational goals and values and is inclined towards protection of organizational membership and which intends to work beyond the limits of the determined duties, can be an important factor in effectiveness of the organization.

Existence of such a force in the organization is simultaneous with the increase of the levels of performance and decrease of the level of absenteeism, delay and turnover of the staff and displays the organization's reputation in the community to be appropriate and paves the way for the growth and development of the organization. Thus, these results show that the managers of the Governorship of Sirjan must try, by means of proposed solutions, to increase the level of organizational commitment of the staff. By empowering the staff, hiring competent people and establishing the system of meritocracy, providing job security for the staff, using the staff in decision-making and helping the staff in development of abilities and reaching capabilities, managers can play a significant role in increasing and improving organizational commitment of the staff.

2- The results of the first research hypothesis show that there is a significant relationship between emotional commitment of the staff and their citizenship behavior and the higher the level of emotional commitment of the staff is, it will have higher impact on citizenship behavior and will lead to the improvement of citizenship behavior which in general increases efficiency and effectiveness of organizational activities. Thus, in order to increase the level of emotional commitment of the staff, besides the proper and real determination of the goals and values of the economic

organization of Customs, the Governorship office is recommended to establish a useful and effective relationship with the staff, identify their goals and values and take action for alignment of these goals and values with the values and goals of the organization, so that the staff can personally feel responsible for the success of the organization and through their voluntary behaviors help effectively improve the duties and functions of the organization.

3- The results of the second research hypothesis show that there is a significant relationship between the normative commitment of the staff and their citizenship behavior and the higher the emotional commitment of the staff is, it will have higher impact on citizenship behavior and will lead to the improvement of citizenship behavior which in general leads to the increase of efficiency and effectiveness of organizational activities. In the normative commitment, based on the sense of loyalty and moral commitment, individuals usually stay loyal and committed to the organization. Thus, the managers of this institution are suggested to make the staff feel indebted to the organization, by investment in the field of vocational training courses, provision of facilities for the families of the personnel, holding celebrations in the presence of the families of the staff on different occasions and so on, so that the staff can make greater efforts to help the organization reach its goals and therefore pay off their debts to their organization.

4- The results of the third research hypothesis show that there is a significant relationship between the continuance commitment of the staff and their citizenship behavior and the higher the level of continuance commitment of the staff is, it will have higher impact on citizenship behavior and will lead to the improvement of citizenship behavior which in general leads to the increase of efficiency and effectiveness of the organizational activities. Thus, if individuals are attracted to the organization for whom staying in the organization is of great importance and leaving the organization is difficult as they are committed to the organization, this can be important for the organization and help to its efficiency.

## V. CONCLUSION

This study was conducted to assess the relationship of organizational commitment with organizational citizenship behavior in the Governorship of Sirjan. The findings show that there is a positive significant relationship between these two variables. It means that the staffs have more organizational commitment show more organizational citizenship behavior too. Hence, loyal human resource, which is compatible with organizational goals and values and is inclined towards protection of organizational membership

and which intends to work beyond the limits of the determined duties, can be an important factor in effectiveness of the organization. The result, addition to the Governorship of Sirjan, can be utilized in Governorships or state-own organizations in Iran too. Since the Governorships and other state-one organizations in Iran have a same organizational structure and culture, it is hard to generalize the findings to other organizations which are not state-own or in Iran. Hence it is recommended that authors try to this research in other organizations with different structures and cultures for future studies.

## APPENDIX

Organizational Commitment Questionnaire

Row	Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	I am very happy being a member of this organization					
2	I enjoy discussing about my organization with people outside it					
3	I really feel as if this organization's problems are my own					
4	I think that I could easily become as attached to another organization as I am to this one					
5	I do not feel like 'part of the family' at my organization					
6	I do not feel 'emotionally attached' to this organization					
7	This organization has a great deal of personal meaning for me					
8	I do not feel a 'strong' sense of belonging to my organization					
9	I worry about the loss of investments I have made in this organization					
10	If I wasn't a member of this organization, I would be sad because my life would be disrupted					
11	am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically					
12	often feel anxious about what I have to lose with this organization					
13	Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member					
14	I am dedicated to this organization because I fear what I have to lose in it					
15	I feel that I owe this organization quite a bit because of what it has done for me					
16	My organization deserves my loyalty because of its treatment towards me					
17	I feel I would be letting my co-workers down if I wasn't a member of this organization					
18	I am loyal to this organization because my values are largely its values					
19	This organization has a mission that I believe in and am committed to					
20	I feel it is 'morally correct' to dedicate myself to this organization					

Organizational Citizenship Behavior Questionnaire

Row	Questions	Extremely Dissatisfied	Moderately Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Moderately Satisfied	Extremely Satisfied
1	I am eager to tell outsiders good news about the institution							
2	I am willing to stand up to protect the reputation of the institution							
3	I actively attend institution meetings							
4	I do not mind taking on new challenging assignments							
5	I make constructive suggestions that can improve the operations of the institution							
6	I am willing to coordinate and communicate with colleagues							
7	I take one's job seriously and rarely make mistakes							
8	I often arrive early and start to work immediately							
9	I comply with the institution rules and procedures even when nobody watches and no evidence can be traced							
10	I avoid consuming a lot a time complaining about trivial matters							
11	I am willing to assist new colleagues to adjust to the work environment							
12	I am willing to help colleagues solve work related problems							
13	I am willing to cover work assignment for colleagues when needed							
14	I perform only required tasks							
15	I try hard to self – study to increase the quality of work outputs							
16	I avoid taking actions that hurt others							
17	I avoid hurting other people's right to common / shared resources (including clerical help, material etc.)							
18	I do not initiate actions before consulting with others that might be affected							
19	I try to avoid creating problems for colleagues							
20	I avoid focusing on what's wrong with his or her situation							

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