

The study of the relation between organizational citizenship behavior and employees performance (Case study: Head quarter of natural resources of Yazd province)

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Abstract: The organizational citizenship behavior is one of the new issues in organization behavior field affecting different aspects of the organization. The current study is aimed to investigate the relation between the organizational citizenship behavior and employees performance. To do this, by questionnaire, the different aspect of organizational citizenship behavior is evaluated and its relation with evaluation scores of staff's performance is analyzed. This study was conducted among study population consisting of 130 employees of headquarter of natural resources of Yazd province. The results of the study showed that high scores of organizational citizenship behavior increase the employees' performance scores. The direct relation between these two variables showed that organizational citizenship behavior is one of the effective factors on employees' performance. [Mahshid Hosni, Hamid Taboli, **The study of the relation between organizational citizenship behavior and employees performance (Case study: Head quarter of natural resources of Yazd province)**. *J Am Sci* 2012;8(12):1082-1089]. (ISSN: 1545-1003). <http://www.jofamericanscience.org>. 145

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1. Introduction

The study of the behavior of the people in work environments was considered for a long time by management sciences scientists. The emergence of organization behavior in early 1960s, caused increasing studies in this field and many attempts were made to divide the behaviors and the related reasons. Some issues as: perception, motivation, job attitudes, etc are the items dealing with the root of many human being behaviors in work environment. This issue was raised in two recent decades and besides the behaviorist, it took the attention of psychologists and sociologist and it is called "organizational citizenship behavior". Organizational citizenship behavior is an optional and beyond the call of duty having a considerable effect on increasing the effectiveness of the performance of the organizations. This behavior is not organized directly or indirectly by formal reward system (Markoczy et al., 2005).

As increasing the effectiveness is one of the important concerns of the managers, the recognition of organizational citizenship behavior and the related factors can be considered an effective step in increasing the effectiveness (Markoczy et al., 2004). Many studies are carried out in this regard. What factors can be effective in keeping such behaviors; various researchers evaluated the outcomes of organizational citizenship behavior (Bolino and Taamoli, 2002). In the current changed conditions, the organizations to achieve the higher efficiency and effectiveness and achieving the determined goals are

obliged to consider their human resources. More than anything, job attitudes affect the efficiency of people (Kropanzano et al., 2003). In practical and theoretical point of view, the researchers concluded that job behaviors with positive attitude are arising from the duty characteristics and leaders behaviors. The previous studies showed that when people have supporting and inspiring leaders, they work more than the formal obligations of their jobs (Bolino et al., 2002). Generally, OCB or organizational citizenship behavior helps the increase of efficiency and effectiveness of the organizations via resources, innovations changes. Personally, OCB is not important. Collectively, it benefits the organization and employees with various approaches (Koopman, 2001). The increase of the tendency of the employees to participate in organization decision making and their responsibility of the decision taken is aroused from organizational citizenship behavior (Polit, 2007). The organizational citizenship behavior is reverse with leaving work. In other words, it is observed that the people with more organization citizenship behavior leave the organization less. On the other hand, it is natural that reduction of work leave in any organization leads into better and effective performance of the organization (Kark, 2004). One of the most important outcomes of organizational citizenship behavior is increasing the ability of the organization in absorbing the efficient and skillful forces. The increase of organizational citizenship behavior level causes that the organization is turned into an attractive environment

for working and activity (Winer, 2001). The question that whether organizational citizenship behavior can increase the employees performance considerably, the recent study attempted to investigate the relation between organizational citizenship behavior and employees performance. This study investigated the following hypotheses:

Main hypothesis:

- 1- There is a significant relation between organizational citizenship behavior and employees performance of headquarter of natural resources of Yazd province.

Sub-hypotheses:

- 1- There is a significant relation between civil partnership of organizational citizenship behavior and employees performance of headquarter of natural resources of Yazd province.
- 2- There is a significant relation between organizational citizenship behavior and employees performance of headquarter of natural resources of Yazd province.
- 3- There is a significant relation between toleration of organizational citizenship behavior and employees performance of headquarter of natural resources of Yazd province.
- 4- There is a significant relation between responsibility of organizational citizenship behavior and employees performance of headquarter of natural resources of Yazd province.
- 5- There is a significant relation between sacrifice feeling of organizational citizenship behavior and employees performance of headquarter of natural resources of Yazd province.
- 6- There is a significant relation between respect of organizational citizenship behavior and employees performance of headquarter of natural resources of Yazd province.
- 7- There is a significant relation between loyalty of organizational citizenship behavior and employees performance of headquarter of natural resources of Yazd province.

2. Review of literature

2.1. Organizational citizenship behavior

The concept of organization citizenship behavior was proposed for the first time by Batman and Organ in the early 1980s. The initial researches conducted about organization citizenship behavior, were mostly to identify the responsibilities or the behaviors of the employees and were ignored. These behaviors were measured in traditional measurements of job function as incomplete or they were neglected

but they were effective in improving the effectiveness of the organization (Bienstock et al., 2003).

Organizational citizenship behavior can be defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988). In the initial definition being proposed by Batman and Organ in 1983, the discretionary behaviors are considered and observing them is good for the organization (Kwantes, 2003). The term “discretionary” in initial definition of organization citizenship behavior shows that these behaviors are not the ones that people show to do job obligations (Castro et al., 2004). Mark C. Bulino, Robert Moorman, Organ and Van Dyne introduced the following items as the indices of organizational citizenship behavior. These indices include 1- Sacrifice, 2- Responsibility, 3- Respect, 4- Participation (supportive, social, duty and civil), 5- Loyalty, 6- Toleration.

Livia Markoczy divided organizational citizenship behavior into two types:

1. Assistance and positive and active help
2. Avoiding the behaviors damaging the organization and co-workers

Various definitions are presented of organizational citizenship behavior, one of the complete definitions was proposed by Organ in 1988. Organizational citizenship behavior is associated with important organization variables such as job satisfaction, organizational efficiency system. The studies show that the managers can improve organizational citizenship behavior with improving working environment without any obligation. They can rely on selection processes, employment or sociability and create these behaviors (Markison and Torinpus, 1996:46). A study of Kim (2006): In evaluating the motivation of general services part and organizational citizenship behavior in southern Korea said that the altruism $x=3.48$ was more than average level and had direct relation with job satisfaction, motivation emotional commitment and general acceptance.

The study of Hossam Abu Elanain (2007): Titled “The relation between personality and organizational citizenship behavior” on 164 employees working in services section in Dubai and showed that personal differences of people are related to their citizenship behavior. The findings of this study showed that a personal personality has important role on his behaviors in work place and high experience, knowledge and feeling stability as the most important personality characteristics in predicting OCB. This finding can be effective in selecting the employees. A study performed by Enrico. Sevi (2010) titled “The effects of

organizational citizenship behavior in collective performance” that was conducted based on a simulated model in El-Kuwalay of Italy. This study investigated the helping behaviors in the members of a group avoiding to attempt in doing an activity. When there is avoiding among the group members, organizational citizenship behavior reduces the effectiveness. But when people make many attempts, organizational citizenship behavior increases the performance of the group. Generally, organizational citizenship behavior includes the following items.



2.2. The relationship between organizational citizenship behavior and employees performance

Armstrong defined the performance as following: “achieving the goals their quality and quantity were determined (Armstrong, 1994). The goals of performance evaluation are divided into three types:

1. Strategic goals: including strategic management and revision in the strategies.
2. Communicative goals: including the current situation, showing future path, presenting the feedbacks and modeling the other organizations.
3. Motivation goals: Including the formulation of reward organization and encouraging the learning. The performance evaluation issue has challenged the researchers and users for along time (Kaplan, 1992).

Regarding the relation between organizational citizenship behavior and employees performance we can refer to the studies. From the view of Ahmad, there are four job attitudes as organizational commitment, job satisfaction, procedure justice and distribution justice having a positive and direct effect on citizenship behaviors

(Ahmad, 2011). The employees’ performance can be dependent upon job attitudes. These attitudes can be effective in staff performance. The employees being satisfied of their job or supervisor or manager have high level of job satisfaction and this avoids him of leaving the work and a person satisfied with his job show high level of organizational citizenship behavior and this leads into the improvement of his performance. By improving the employees’ performance, organizational performance is improved. George and Brief in the initial studies found that organizational citizenship behavior is associated with high performance, they concluded that the employees working in organizational units with high performance deal with citizenship behaviors more than the employees working in low performance units (George and Berief, 1992). Winer in referred to another issue being evaluated by Padsakf as an important message of organizational citizenship behavior, considers the increase of organization ability in keeping the efficient and skillful forces (Winer, 2011). High level of citizenship behaviors in an organization causes that an organization is turned into an attractive environment for working and activity and the organizations that their citizenship behavior is high by absorbing efficient forces have better performance. There are various evidences in which OCB and job satisfaction are positively associated (Bitman, Organ, 1983; Li, Alen, 2002, Makenzi and Padsakef and Ahiren, 1998, Moorman, 1993; Morrison, 1994; Organ and Konovski, 1989; Smith and Al, 1983; William and Anderson, 1991). Beker and Bling 1993) evaluated the relation between OCB and job satisfaction. Also, Otman in a study performed about the nurses of a medical care institution found that job satisfaction, organizational commitment and religious conditions are associated with OCB (Otman, 2002). A study of Zarei Matin, Jandagi and Tureh (2006) titled The recognition of organizational citizenship behavior factors and the investigation of its relation with organizational performance”. The results showed that based on Friedman rank test in successful and unsuccessful organizations, the employees responsibility index had the highest average rank and tolerating had the lowest average of the rank. A study performed by Haj Karimi et al. (2007) titled “The investigation of the influence of human resources on organizational citizenship behavior by considering the role of organization commitment” showed that human resources measurements had positive effect on organizational citizenship behavior of the

employees. Among the human resources measurements, empowerment, qualification development, procedure justice and information share had the highest effect on citizenship behavior. Human resources measurements in accordance with path analysis via organization commitment can affect citizenship behavior. In a study performed by Rezayian and Rahimi (2008): Titled “ The investigation of the effect of procedure justice on organizational citizenship behavior by considering organization trust role showed that procedure justice directly and indirectly via organizational trust affect organizational citizenship behavior. It means that when the employees understand that employment processes are fair, their trust to the organization is increased and they show more citizenship behavior.

The interesting result of this study showed that older employees showed more tendency to show citizenship behavior than younger employees. This result was consistent with the findings of Laverson regarding the fact that old employees are more committed to their jobs.

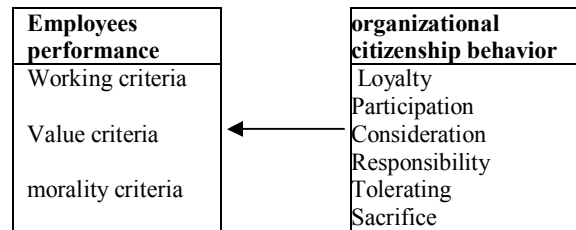
3. Study method

The study in terms of goal was applied. This study in terms of data collection and analysis was descriptive and correlation. The study population was including all the full-employed employees of natural resources office of Yazd consisting of head quarter of Yazd and seven towns. The employees of these offices are 130. In this study, to calculate the number of sample people, Morgan Table was applied. The numbers of statistical sample were 97 in accordance with Morgan table but for more reliability, 100 is considered. The required data for organizational citizenship behavior variable were used by questionnaire and for employees performance variable, the evaluation

Documents were used including working criteria, behavior criteria and value criteria of the performance. The organizational citizenship behavior questionnaire was made in accordance with the comments of some of the scientists as Padakef,

Organ, Smith and Nihef. The questionnaire aspects were including 1- Civil participation, 2- Tolerating, 3- Responsibility, 4- Sacrifice, 5- Respect, 6- Loyalty. This questionnaire is consisting of 23 items. Regarding the employees performance variable, employees evaluation forms were applied. The study mode is as following:

4.Data analysis



For hypothesis test, SPSS, Office software was applied. To analyze the hypotheses, Pearson correlation coefficient and multi-variant regression were used.

5.Research results

5.1.Demographic characteristics

As it was said, the study questionnaire is consisting of two parts. The first part is dedicated to the demographic questions and the second section is related to the hypotheses. In this part, by investigating the questions of demographic as gender, age, work experience and education, personal characteristics were considered as summarized Table 1.

5.2.Test hypothesis

Main hypothesis: There is a significant association between organizational citizenship behavior and employees performance in head quarter of natural resources of Yazd.

There is no significant association between organizational citizenship behavior and employees performance $H_0: \rho = 0$

There is a significant association between organizational citizenship behavior and employees performance $H_1: \rho \neq 0$

Table 1: The demographic characteristics

Characteristics	Type	F	Characteristic	Type	F	Characteristic	Type	F
Gender	Man	86	Work experience	1-5	12	Education	Under Diploma	5
Age	Woman	14		5-10	10		Diploma	7
	20-30 years	8		10-15	33		Associate	9
	31-40	53		15-20	21		BA	58
	Pearson correlation coefficient	Significance		Number	Result		Above 20	24
	0.855	0.000	100	Supported				
41-50								
Above 51		6						

As it was said, to analyze the hypotheses, Pearson correlation coefficient was applied. The results of this test are shown in Table 2.

There is a significant relation between citizenship behavior and employees performance in natural resources of Yazd province. Based on the output of the software, Pearson correlation coefficient between two variables was 0.855. The observed significance level was zero that is less than standard significance level 0.05. Thus, null hypothesis based on the lack of association between two variables at confidence level 95% is rejected. As correlation coefficient between these two variables was positive, it can be said that there is a significant and direct association between citizenship behavior and performance of the employees of natural resources office of Yazd province. This is supported based on distribution chart

In the next stage, the special hypotheses of the

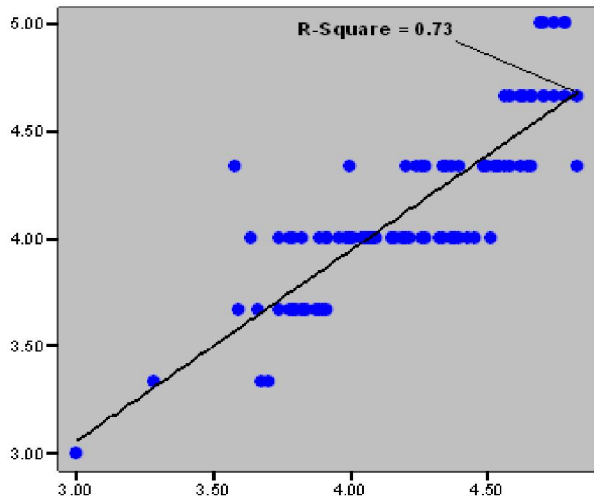


Chart 1- Distribution chart of organization citizenship behavior(x) and employees performance(y) significant relation of organizational citizenship behavior and employees performance are investigated. In this study, Pearson correlation matrix of the variables was made and the results are shown in Table 3.

Table 2: The Pearson correlation coefficient between organization citizenship behavior and employees performance

Citizenship behavior aspects	Correlation coefficient	Sample size	Significance level
Civil participation	0.493	100	0.000
Tolerating	0.485	100	0.000
Responsibility	0.581	100	0.000
Sacrifice	0.662	100	0.000
Respect	0.738	100	0.000
Loyalty	0.648	100	0.000

The results of Table 3 showed that all citizenship behavior aspects had direct and significant relation with employees' performance. To investigate and predict employees performance based on citizenship behavior multi-variant regress by stepwise method was applied. In this analysis, citizenship behavior aspects were used as independent variable and employees performance was considered and criterion variable. The Tables of variance analysis and regression analysis are presented. Based on Table 4, variance analysis was less than 0.05 showing that the regression model could explain the changes in the dependent variable. The share of each aspects of citizenship behavior is shown in the next prediction of working criteria of performance. Based on the results of Table 5, regression model was calculated by step wise method and during six stages, it was defined that respect, tolerating, loyalty, sacrifice, civil participation and responsibility positively and significantly showed the employees performance. In addition, the values of column 8 (column R2) for model 6 showed that the developed model could justify more than 74.6% of the changes of dependent variable (employees performance) and the rest is the share of other variables. The required regression model is as following:

$$\text{Employees performance} = 0.115x_1 + 0.171x_2 + 0.101x_3 + 0.14x_4 + 0.251x_5 + 0.112x_6$$

6. Conclusion

The results of data analysis showed that the organizational citizenship behavior had direct effect on employees' performance. Table 5 based on step wise regression model during 6 stages showed that respect, tolerating, loyalty, sacrifice, civil participation and responsibility positively and significantly predicted the organization performance. According to the table, the regression of respect and tolerating had the highest influence on the employees performance and sacrifice, civil participation, loyalty and responsibility, respectively had the lowest influence. To do this, the managers to develop organizational citizenship behavior are required to respect the organization employees and promote tolerating feeling among them. Also, by formulating a participation culture in the organization we can help the loyalty and participation of the employees in achieving the organization goals.

7. Applied recommendations

- To improve the citizenship behavior of the employees in the organization it is required to establish participation education workshops to make the organization members familiarized with the citizenship behavior.

- Based on the positive and significant relation between the employees performance and organizational citizenship behavior to the managers of head quarter of natural resources of Yazd, it is recommended that to improve organization citizenship behavior of the employees, by the measurements increase the employees trust to the organization and managers.
- Due to the importance of respect aspect among the relation between citizenship behavior and employees performance, it is recommended to the managers to promote the culture of respecting the inferiors in the organization.
- The organization managers should update their information about new and effective methods of management and present realistic judgment to the problems and complaints of the employees to promote tolerating and patience in the organization.
- The employees and managers should promote their positive attitudes to the organization and co-workers and improve the responsibility and loyalty of the employees to the organization.

As one of the important factors of citizenship behavior is supportive participation, presenting innovative recommendations to improve administrative and organizational procedures, it is required to put the recommendation system to improve citizenship behavior and improving organizational performance.

Taking some solutions to improve the ethical issues of the employees as mid-term plan and by measurements of working morality can play important role in improving citizenship behavior of the employees and higher performance.

8. Recommendations

This study was conducted in head quarter of natural resources of Yazd province. It is recommended to conduct such researches in other state organs and are compared with the results of this study.

It is recommended that in another study, comparative study of the effect of citizenship behavior on organizational performance in state and private companies are used.

Table 3: Variance analysis to investigate the relation between criterion variable and citizenship behavior variables

	Model	Sum of squares	Degree of freedom	Average of squares	F	Sig
Model 1	Regression effect	8.356	1	8.356	116.99	0.000
	Residual	6.999	98	0.071		
	Total	15.354	99			
Model 2	Regression effect	9.481	2	4.714	78.292	0.000
	Residual	5.873	97	0.061		
	Total	15.354	99			
Model 3	Regression effect	10.428	4	3.476	67.745	0.000
	Residual	4.926	95	0.051		
	Total	15.354	99			
Model 4	Regression effect	10.945	4	2.736	58.947	0.000
	Residual	4.41	95	0.046		
	Total	15.354	99			
Model 5	Regression effect	11.288	5	2.258	52.183	0.000
	Residual	4.067	94	0.043		
	Total	15.354	99			
Model 6	Regression effect	11.459	6	1.91	45.598	0.000
	Residual	3.895	93	0.042		
	Total	15.354	99			

Table 4: The results of step wise regression of citizenship behavior on employees performance

Model	Variables		Non-standardized		Standardized	t	Sig	R	R ²	R ² (adj)
			B	Std. E	Beta					
Model 1	α	Fixed value	1.585	0.237		6.676	0.000	0.738	0.544	0.54
	b_3	Respect	0.573	0.053	0.738	10.81	0.000			
Model 2	α	Fixed value	1.102	0.246		4.487	0.000	0.786	0.617	0.61
	b_3	Respect	0.505	0.051	0.65	9.847	0.000			
	b_2	Tolerating	0.206	0.048	0.285	4.311	0.000			
Model 3	α	Fixed value	0.831	0.235		3.541	0.001	0.824	0.679	0.669
	b_3	Respect	0.361	0.058	0.465	6.233	0.000			
	b_2	Tolerating	0.201	0.044	0.278	4.576	0.000			
	b_6	Loyalty	0.212	0.049	0.311	4.297	0.000			
Model 4	α	Fixed value	0.688	0.227		3.027	0.003	0.844	0.713	0.701
	b_3	Respect	0.27	0.061	0.348	4.403	0.000			
	b_2	Tolerating	0.189	0.042	0.261	4.498	0.000			
	b_6	Loyalty	0.178	0.048	0.261	3.705	0.000			
	b_4	Sacrifice	0.174	0.052	0.242	3.335	0.001			
Model 5	α	Fixed value	0.487	0.231		2.108	0.038	0.857	0.735	0.721
	b_3	Respect	0.26	0.059	0.334	4.374	0.000			
	b_2	Tolerating	0.176	0.041	0.243	4.314	0.000			
	b_6	Loyalty	0.154	0.047	0.227	3.285	0.001			
	b_4	Sacrifice	0.154	0.051	0.214	3.021	0.003			
	b_1	Civil participation	0.122	0.043	0.1666	2.816	0.006			
Model 6	α	Fixed value	0.375	0.234		1.606	0.112	0.864	0.746	0.73
	b_3	Respect	0.251	0.059	0.323	4.278	0.000			
	b_2	Tolerating	0.171	0.04	0.237	4.274	0.000			
	b_6	Loyalty	0.112	0.051	0.164	2.199	0.03			
	b_4	Sacrifice	0.14	0.051	0.195	2.782	0.007			
	b_1	Civil participation	0.115	0.043	0.157	2.695	0.008			
	b_3	Responsibility	0.101	0.05	0.137	2.023	0.046			

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