Organizational Citizenship Behaviors among Teaching Staff at Nursing Faculties in Upper Egypt

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Abstract: An organizational citizenship behavior (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the organization. Aim of the study: was to assess organizational citizenship behaviors factors as perceived by nursing faculties' members in Upper Egypt. A descriptive research design was utilized in the present study. The total number of faculty members were (n=233). Organizational citizenship behaviors questionnaire consisted of two parts: 1st part included six questions related to personal data of nursing faculty members include: (name of the university, age, sex, marital status, educational qualifications, and years of experience). 2nd part of the questionnaire included thirty nine items covers five factors of organizational citizenship behaviors: training and development, work – life policies, empowerment practices, organizational commitment, and organizational citizenship behaviors. The possible responses of this part were: 3 for disagree, 2 for uncertain and 1 for agree. Results: denoted that almost all demonstrators and assistant lecturers disagreed on factors of training and development, work-life policies, and empowerment practices while were agreed with organizational commitment, organizational citizenship behaviors factors. There were statistically significant differences for all factors of organizational citizenship behaviors, while almost all members with doctoral degree at nursing faculties in Upper Egypt Universities agreed on all factors of organizational citizenship behaviors except work-life policies with statistically significant differences for all factors. Conclusions: Both married and unmarried were agreed with all organizational citizenship behaviors factors except with training and development & work-life polices factors. And there were statistically significant differences among marital status and organizational citizenship behaviors ($P<0.001$, 0.006, 0.000, and 0.006) respectively except empowerment practices was ($P<0.87$). All faculties' members with different educational qualifications and years of experiences were disagreed on training and development, work-life policies factors with highly statistical significant differences. .Recommendations: In the light of the findings, the researchers recommended that Up grading competencies of nursing faculties teachers through attendance of staff development programs will increase their OCB, Provide power to the nursing faculties' teaching staff with different educational qualifications to share in decision making can lead to improve teachers' leadership skills, improve work-life quality, and improve professionalism.

Key words: Organizational Citizenship- Teaching Staff- Behaviors- Nursing.

1. Introduction

Organizational Citizenship Behaviors (OCB) is a relatively new concept in performance analysis but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. Today it becomes crucial to have the workforce that have the higher level of organizational citizenship behaviors especially the teachers because it affects the quality of education and this OCB can only be develop if there is high organizational commitment**(Jung & Hong, 2008).**

Moreover, one of the issues mentioned as a kind of soft indicators, is OCBs. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviors. Because of the importance of good citizenship for organizations, understanding the nature

and sources of OCBs has long been a high priority for organizational scholars (**Organ, 1988**) and remains so **(Jahangir *et al.,* 2004).**

OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. OCB may not always be directly and formally recognized or rewarded by the company, through salary increments or promotions for example, though of course OCB may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, OCB must 'promote the effective functioning of the organization' (**Organ *et al.,* 2006**).

According to **Organ (1997),** the definition of organizational citizenship behaviors (OCB) is "individual behaviors 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 also noted that OCBs as behaviors that are not formally rewarded is equally too broad, as few "in-role" behaviors actually guarantee a formal.

Organizational citizenship behaviors has been defined in the literature as a multi-dimensional concept that includes all positive organizationally relevant behaviors of organizational members including traditions in role behaviors, organizationally pertinent extra-role behaviors, and political behaviors, such as full and responsible organizational participation **(Avey *et al.,* 2008)**. In viewpoint of **Lin *et al.,*** the OCB is a form of ethics. Given that citizenship challenges the basis and workings of the basic institutions market, state, and civil society, organizational citizenship behaviors (OCB) become an important moral tenet found in some codes of ethical principles **(Lin *et al.,* 2007).**

Organizational citizenship behaviors is not specified by any contact or not even expected by an average employee, these behaviors is organizationally desirable because it assists resource transformation, adaptability and innovation in order to increase the organization efficiency. Organizational Citizenship behaviors are the actions that are not nominated or demanded by the formal job responsibilities (**Farh Zhong & Organ , 2004**).

Organ (1997) identified five categories of OCBs: **altruism:** the helping of an individual coworker on a task, **courtesy:** alerting others in the organization about changes that reward may affect their work, **conscientiousness:** carrying out one's duties beyond the minimum requirements, **sportsmanship:** refraining from complaining about trivial matters, and **civic virtue:** participating in the governance of the organization.

While**, Fox and Paul (2011)** identified five factors of organizational citizenship behaviors which are: training and development, work – life policies, empowerment practices, organizational commitment, and organizational citizenship behaviors.

Scarcity of resources, complexity of life issues, seriousness of change in different areas of the world society and increasing enhancement of citizen's expectancies is a reality accepted in today's management. So, the greatest respect for organization efficiency is unavoidable when it overcomes these limitations. In these situations all organizations are greatly under pressure to take proactive steps toward resolute performance. They should boost employees"

job satisfaction and follow the procedures to be more efficient **(Yilmaz & Tasdan, 2009)**.

Organizational citizenship behaviors (OCB) have garnered much academic attention since its conception. It is perceived to be something intangible; OCB is not always formally recognized or rewarded, and concepts like 'helpfulness' or "Friendliness" are also difficult to quantify. Yet OCB has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness from 18 to 38% across different dimensions of measurement **(Ehrhart, 2004)**.

Though OCB is a spontaneous initiative taken by staff, you are able to promote OCB in your workplace through employee motivation, as well as giving them the opportunity to display OCB; that is, creating a workplace environment that not only allows for, but is conducive and supportive of OCB. Management should also be educated about OCB, and consider having OCB included in performance evaluations in order to actively encourage it among employees **(Organ, *et al.,* 2006)**.

Significance of the study

Despite the growing interest in citizenship-like behaviors, a review of the literature in this area reveals a lack of consensus about the dimensionality of this construct. Indeed, our examination of the literature indicated that almost 30 potentially different forms of citizenship behaviors have been identified. Organizational citizenship behaviors is not specified by any contract or not even expected by an average employee, these behaviors is organizationally desirable because it assists resource transformation, adaptability and innovation in order to increase the organization efficiency. The world is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This could be achieved if we could develop organizational citizenship.

Aim of the study:

Aim of the present study was to assess organizational citizenship behaviors factors as perceived by nursing faculties' members in Upper Egypt.

2.Subjects and Method

Study design:

A descriptive research design was utilized in the present study.

I-Setting:

This study was conducted at Faculties of Nursing, in Upper Egypt (Assiut University – Minia University – Sohag University- South Valley University).

II-Subjects

The study sample constituted of 233 faculty members classified as the following: (Faculty of

Nursing - Assiut University (n=94); Faculty of Nursing- Minia University (n=80); Faculty of Nursing - Sohag University (n=31); and Faculty of Nursing- South valley University (n=28).

III- Tool of the study:
Organizational citizenship behaviors questionnaire consisted of two parts:

- 1st part included six questions related to personal data of nursing faculty members includes: (name of the university, age, sex, marital status, educational qualification, and years of experience).
- 2nd part of the questionnaire was developed by **(Fox and Paul , 2011)** included of thirty nine items which consider factors of organizational citizenship behaviors, it divided into five factors: **1st** was related to **Training and development** which contains six items; 2nd was related to **Work – life policies** which contains four items; 3rd was related to **Empowerment practices** which contains nine items; 4th was related to **Organizational commitment** which contains eight items; and 5th which related to **Organizational citizenship behaviors** which contains twelve items. The possible responses of this part were: 3 for disagree, 2 for uncertain and 1 for agree.

IV. Administrative Design
An official permission was obtained from the deans of the nursing faculties in Upper Egypt. The data collection phase of the study was carried out from June to July 2012; the researchers give each faculty member individually a questionnaire and explained the aim of the study. The time taken for every questionnaire to be completed was about 15-20 minutes.

V. Operational Design
This design explains the steps of actual implementation of the study, including the pilot and the field work.

Pilot study
A pilot study was conducted to test both the clarity and understandability of the questions and detect the obstacles and problems that may be encountered during data collection. It also helped to estimate time needed to fill questionnaire. It was carried out on 23 nursing faculty members from Assiut University. They included in the total study sample, based on the result of the pilot study that there is no modifications were done.

Fieldwork:
After the finalization of the study tool, the actual data collection was started in May 2012 and ended June 2012. The researchers met with the eligible faculty members, explained to them the purpose of the study, and asked for their oral consent to participate. Those who agreed to participate were given the tool and asked to fill it out and return it anonymously in the same setting or at most the next day. The researchers were available for any clarifications.

Ethical considerations
All the relevant principles of ethics in research were followed. The study protocol was approved by the pertinent authority. Participants' consent to participate was obtained after informing them about their rights to participate, refuse, or withdraw at any time. Total confidentiality of any obtained information was ensured. The study maneuver could not entail any harmful effects on participants.

VI. Statistical Design
Upon completion of data collection, data entry was done using Epi-Info 6.04 computer software package, while statistical analysis was done using SPSS 14.0 statistical software packages. Data were presented using descriptive statistics in the form of frequencies and percentages, and chi–square for qualitative variables, means and standard deviations for quantitative variables, one way of variance test (ANOVA) was used. For all the tests, statistical significance was considered at $p \leq 0.001$**.

3. Results:
Table (1): Illustrates that the majority of nursing faculty members at Assiut and Minia University had more than 3 yrs of experiences compared to half of nursing faculty members at Sohag University. While, more than half had from 1 to less than 2 yrs. Two thirds of nursing faculty members at Minia , Sohag and South valley aged from 20 to less than 30 yrs compared to 44.7% aged from 30 to less than 40 yrs. Majority of nursing faculty members at Assiut , Minia , and Sohag Universities were married compared to 75.0% at South Valley University were unmarried. About half of studied nursing faculty members had bachelor degree compared to 48.9% doctoral degree at Assiut University. Majority of studied nursing faculties members were females.

Table (2): Reveals that almost all studied nursing faculty members at Assiut University agreed on all factors of organizational citizenship behaviors except work-life policies. There were highly statistically significant differences for all factors of organizational citizenship behaviors ($P<0.000, 0.04, 0.001, 0.008$ and 0.002) respectively.

Table (3): Shows that all studied nursing faculty members at Minia University were disagreed on training and development, work-life policies, and empowerment practices factors of organizational citizenship behaviors. While, agreed on organizational commitment, organizational citizenship behaviors factors. There were statistically significant differences for all factors of organizational citizenship behaviors ($P <0.000, 0.000, 0.000, 0.03$ and 0.000) respectively.

Table (1): Personal characteristics of teaching staff at nursing faculties in Upper Egypt Universities (n= 233)

Personal characteristics	Assiut Faculty of Nursing (n=94)		Minia Faculty of Nursing (n=80)		Sohag Faculty of Nursing (n=31)		South Valley Faculty of Nursing (n=28)	
	No.	%	No.	%	No.	%	No.	%
Years of experience:								
< 1 year	4	4.3	4	5.0	5	16.1	3	10.7
1 to < 2 yrs	0	0.00	3	3.8	4	12.9	15	**53.6**
2 to ≤3 yrs	6	6.4	6	7.5	7	22.6	0	0.00
> 3 yrs	84	**89.4**	67	**83.8**	15	**48.4**	10	35.7
Age: (years)								
20-< 30	24	25.5	49	**61.3**	19	**61.3**	18	**64.3**
30-< 40	42	**44.7**	21	26.3	8	25.8	6	21.4
40 - < 50yrs	26	27.7	10	12.5	3	9.7	4	14.3
50 and above	2	2.1	0	0.00	1	3.2	0	0.00
Marital status:								
Married	84	**89.4**	47	**58.8**	12	38.7	7	25.0
Unmarried	10	10.6	33	41.3	19	**61.3**	21	**75.0**
Educational Qualification:								
Bachelor	12	12.8	40	**50.0**	15	**48.4**	12	42.9
Master	36	38.3	28	35.0	13	41.9	12	42.9
Doctoral	46	**48.9**	12	15.0	3	9.7	4	14.3
Gender:								
Male	0	0.00	7	7.5	0	0.00	0	0.00
Female	94	**100.0**	74	**92.5**	31	**100.0**	28	**100.0**

Table (2): Distribution of organizational citizenship behaviors factors among studied teaching staff at Faculty of Nursing-Assiut University (n=94)

Organizational citizenship behaviors Items	Agree		Uncertain		Disagree		X^2
	No.	%	No.	%	No.	%	
I: Training and Development							
1. This University is providing you with job specific training	52	55.4	12	12.8	30	31.6	33.02
2. Sufficient time is allocated for product and solution training	34	36.2	26	27.6	34	36.2	30.04
3. You can apply the training you receive, in this organization	38	40.5	24	25.5	32	34.0	30.04
4. There are enough development opportunities for you in this organization	29	32.0	24	25.5	40	42.6	22.81
5. Sufficient money is allocated for product and solution training	6	6.3	26	27.7	62	66.0	53.87
6. You have the opportunity to be involved in activities that promote your professional development	26	27.7	38	40.4	30	32.9	35.15
M±SD	2.84±1.10						
P- Value	0.000**						
II: Work-life policies:							
1. You often feel like there is too much work to do	22	23.4	10	10.6	62	66.0	40.25
2. Your work schedule is often in conflict with your personal life	32	34.1	14	14.9	48	51.0	17.27
3. Your job affects your role as a spouse/ or a parent	22	23.4	10	10.6	62	66.0	58.12
4. Your job has negative effects on your personal life	32	34.1	16	17.0	46	48.9	10.04
M±SD	3.39±1.22						
P- Value	0.04*						
III: Empowerment practices:							
1. Your organization, your work unit plays a strategic role.	60	63.8	22	23.4	12	12.7	75.57
2. A great latitude is given to employees for the organization of their work (e.g., work schedules).	50	53.2	30	31.9	14	14.9	20.76
3. Employees in your work unit have a lot of autonomy in regard to project management.	32	34.1	36	38.3	26	27.6	39.40
4. Your supervisor manages your unit's budgets.	18	19.1	40	42.6	36	38.3	15.78
5. In your work unit, employees have a great deal of liberty in the conduct of their work.	36	38.3	24	25.5	34	36.2	18.12
6. Employees in my work unit are extensively involved in key decision – making (e.g., recruitment process).	50	53.2	20	21.3	24	25.5	41.53
7. Employees in your work unit are regularly consulted in technological investments decision – making	26	27.7	38	40.4	30	31.9	36.00
8. Employees' empowerment in your work unit is highly valued.	36	38.3	26	27.7	32	34.1	26.21
9. Your work unit considered as a strategic division in your organization.	48	51.1	24	25.5	22	23.4	27.06
M±SD	3.11±1.01						
P- Value	0.001**						

Table (2 conti.,): Distribution of organizational citizenship behaviors factors among studied teaching staff at Faculty of Nursing- Assiut University (n=94)

Organizational citizenship behaviors Items	Agree		Uncertain		Disagree		X^2
	No.	%	No.	%	No.	%	
IV-: Organizational commitment:							
1. You are wiling to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful.	72	76.6	12	12.8	10	10.6	82.38
2. You talk up this organization to your friends as a great organization to work for.	62	66.0	22	23.4	10	10.6	68.34
3. Your values and the organization's values are very similar	64	68.1	14	14.9	16	17.0	70.46
4. You are proud to tell others that you are part of this organization.	66	70.1	16	17.0	12	12.8	30.08
5. This organization really inspires the very best for you in the way of job performance.	54	57.4	24	25.5	16	17.0	34.17
6. You are extremely glad that you choose this organization to work for over others you were considering at the time you joined.	56	61.7	22	23.4	14	14.9	53.02
7. You really care about the fate of this organization.	58	61.7	22	23.9	14	14.9	37.23
8. For you this is the best of all possible organizations for which to work.	50	53.1	26	27.7	18	19.1	3.87
M±SD	**3.64 ± 0.93**						
P- Value	**0.008****						
V-Organizational Citizenship Behaviors:							
1. You help colleagues who have been absent from work.	82	87.2	2	2.1	10	10.7	122.80
2. You help colleagues who have heavy work loads.	84	89.4	4	4.3	6	6.4	70.25
3. You are mindful of how your behaviors affects other people's job.	80	85.1	12	12.8	2	2.1	53.02
4. You go out of way to help new employees.	68	72.3	20	21.3	6	6.4	50.46
5. You take a personal interest in your colleagues' job.	66	70.2	18	19.1	10	10.7	27.70
6. Your attendance at work is above the norm.	58	61.7	30	31.9	6	6.4	47.48
7. You take underserved brakes at work.	56	59.6	20	21.3	18	19.1	72.59
8. You often complain about insignificant things at work.	58	61.7	26	27.7	10	10.6	75.57
9. You tend to make "mountains out of molehills".	38	40.5	44	46.8	12	12.8	85.36
10. You adhere to informal rules devised to maintain order.	56	59.6	28	29.8	10	10.6	38.93
11. You attend meetings that are not mandatory but considered important.	72	76.6	12	12.8	10	10.6	37.23
12. You perform duties that are not required but which improve corporate image.	72	76.6	16	17.0	6	6.4	47.48
M±SD	**3.78 ± 0.86**						
P- Value	**0.002****						

(*) Statistically significant at p<0.05 (**) Statistically significant at p<0.001

Table (3): Distribution of organizational citizenship behaviors factors among studied teaching staff at Faculty of Nursing- Minia University (n=80)

Organizational citizenship behaviors Items	Agree		Uncertain		Disagree		X^2
	No.	%	No.	%	No.	%	
I: Training and Development							
1. This University is providing you with job specific training	11	13.8	17	21.3	52	65.0	40.37
2. Sufficient time is allocated for product and solution training	7	8.8	14	17.5	59	73.8	42.87
3. You can apply the training you receive, in this organization	9	11.3	16	20.0	55	68.8	34.62
4. There are enough development opportunities for you in this organization	4	5.0	14	17.5	62	77.6	53.37
5. Sufficient money is allocated for product and solution training	7	8.8	13	16.3	60	75.0	44.62
6. You have the opportunity to be involved in activities that promote your professional development	13	16.3	14	17.5	52	65.1	46.30
M±SD	**2.15 ± 1.68**						
P- Value	**0.000****						
II: Work-life policies:							
1. You often feel like there is too much work to do	19	23.8	14	17.5	47	58.8	20.37
2. Your work schedule is often in conflict with your personal life	17	21.3	13	16.3	50	62.6	24.75
3. Your job affects your role as a spouse/ or a parent	18	22.6	13	16.3	49	61.3	24.00
4. Your job has negative effects on your personal life	16	20.0	24	30.0	40	50.0	18.00
M±SD	**3.54 ± 1.15**						
P – Value	**0.000****						

Table (3 conti.,): Distribution of organizational citizenship behaviors factors among studied teaching staff at Faculty of Nursing- Minia University (n=80)

Organizational citizenship behaviors Items	Agree No.	Agree %	Uncertain No.	Uncertain %	Disagree No.	Disagree %	X^2
III: Empowerment practices:							
1. Your organization, your work unit plays a strategic role.	28	35.1	26	32.5	26	32.5	9.12
2. A great latitude is given to employees for the organization of their work (e.g., work schedules).	24	30.1	27	33.8	29	36.3	11.75
3. Employees in your work unit have a lot of autonomy in regard to project management.	20	25.0	29	36.3	31	38.8	16.37
4. Your supervisor manages your unit's budgets.	24	30.1	25	31.3	31	38.8	11.75
5. In your work unit, employees have a great deal of liberty in the conduct of their work.	23	28.8	23	28.8	34	42.5	11.37
6. Employees in my work unit are extensively involved in key decision – making (e.g., recruitment process).	23	28.8	25	31.3	32	40.0	10.62
7. Employees in your work unit are regularly consulted in technological investments decision – making	15	18.8	25	31.3	40	50.0	16.12
8. Employees' empowerment in your work unit is highly valued.	18	22.6	21	26.3	41	51.3	16.25
9. Your work unit considered as a strategic division in your organization.	26	32.4	27	33.8	27	33.8	14.75
M±SD				2.78 ± 1.19			
P - Value				0.000**			
IV-: Organizational commitment:							
1. You are wiling to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful.	40	50.1	23	28.8	17	21.3	15.50
2. You talk up this organization to your friends as a great organization to work for.	36	44.0	34	42.5	10	12.6	45.87
3. Your values and the organization's values are very similar	42	52.6	31	38.8	7	8.8	54.75
4. You are proud to tell others that you are part of this organization.	39	48.8	26	32.5	15	18.8	30.87
5. This organization really inspires the very best for you in the way of job performance.	40	50.1	30	37.5	10	12.5	44.62
6. You are extremely glad that you choose this organization to work for over others you were considering at the time you joined.	41	51.3	28	35.0	11	13.8	36.62
7. You really care about the fate of this organization.	42	52.4	29	36.3	9	11.3	35.00
8. For you this is the best of all possible organizations for which to work.	53	66.1	19	23.8	8	10.1	36.25
M±SD				3.47 ± 1.01			
P - Value				0.03*			
V-Organizational Citizenship Behaviors:							
1. You help colleagues who have been absent from work.	63	78.8	14	17.4	3	3.8	31.50
2. You help colleagues who have heavy work loads.	67	83.8	11	13.8	2	2.5	54.10
3. You are mindful of how your behaviors affects other people's job.	67	83.8	12	15.0	1	1.3	66.70
4. You go out of way to help new employees.	57	71.3	16	20.0	7	8.8	44.62
5. You take a personal interest in your colleagues' job.	65	81.3	12	15.0	3	3.8	38.90
6. Your attendance at work is above the norm.	53	66.3	18	22.5	9	11.3	31.12
7. You take underserved brakes at work.	57	71.3	13	16.3	10	12.5	42.37
8. You often complain about insignificant things at work.	58	72.6	18	22.5	4	5.1	46.50
9. You tend to make "mountains out of molehills".	58	72.5	12	15.0	10	12.6	43.37
10. You adhere to informal rules devised to maintain order.	59	73.8	16	20.0	5	6.3	54.62
11. You attend meetings that are not mandatory but considered important.	59	73.8	17	21.3	4	5.0	27.90
12. You perform duties that are not required but which improve corporate image.	60	75.1	15	18.8	5	6.3	30.60
M±SD				3.93 ± 0.91			
P - Value				0.000**			

(*) Statistically significant at p<0.05   (**) Statistically significant at p<0.001

Table (4): Illustrates that almost all studied nursing faculty members at Sohag University agreed on all factors of organizational citizenship behaviors except work-life policies. There were statistically significant differences for all factors of organizational citizenship behaviors (P <0.003, 0.000, 0.002 and 0.05) respectively.

Table (5): Illustrates that almost all studied nursing faculty members at South Valley University agreed on factors of organizational commitment and

organizational citizenship behaviors, while they were disagreed with training and development, work-life policies, and empowerment practices factors. There were statistically significant differences for work-life policies, empowerment practices, and organizational citizenship behaviors factors (P <0.05, 0.001and 0.003) respectively

Table (6): Displays that the highest mean scores among the organizational citizenship behaviors factors was in organizational citizenship behaviors factor (3.78 ± 0.86; 3.93 ± 0.91; 3.64 ± 0.98; 3.75 ± 0.85) at all faculties of nursing in Upper Egypt respectively. While, the lowest mean was in training and development (2.84±1.10; 2.15 ± 1.68; 3.02 ± 1.03; and 2.57 ± 1.03) respectively.

Table (7): Demonstrates that almost all demonstrators and assistant lecturers at nursing faculties in Upper Egypt Universities disagreed on factors of training and development, work-life policies, and empowerment practices while were agreed on organizational commitment, organizational citizenship behaviors factors. There were statistically significant differences for all factors of organizational citizenship behaviors.

Table (8): Shows that almost all lecturers at nursing faculties in Upper Egypt Universities agreed on all factors of organizational citizenship behaviors factors except work-life policies. There were statistically significant differences for all factors of organizational citizenship behaviors (P <0.000).

Table (4): Distribution of organizational citizenship behaviors factors among studied teaching staff at Faculty of Nursing-Sohag University (n=31)

Organizational citizenship behaviors Items	Agree		Uncertain		Disagree		X^2
	No.	%	No.	%	No.	%	
I: Training and Development							
1. This University is providing you with job specific training.	17	54.9	5	16.1	9	29.1	18.51
2. Sufficient time is allocated for product and solution training.	18	58.0	6	19.4	7	22.6	25.61
3. You can apply the training you receive, in this organization.	14	45.1	7	22.6	10	32.3	12.71
4. There are enough development opportunities for you in this organization.	8	25.8	12	38.7	11	35.5	14.00
5. Sufficient money is allocated for product and solution training.	6	19.3	7	22.6	18	58.1	10.13
6. You have the opportunity to be involved in activities that promote your professional development.	15	48.4	10	32.3	6	19.4	3.93
M±SD	3.02 ± 1.03						
P - Value	0.003**						
II: Work-life policies:							
1. You often feel like there is too much work to do.	4	12.9	7	22.6	20	64.6	31.41
2. Your work schedule is often in conflict with your personal life.	10	32.3	9	29.0	12	38.7	3.96
3. Your job affects your role as a spouse/ or a parent.	10	32.3	8	25.8	13	42.0	8.83
4. Your job has negative effects on your personal life.	16	51.6	7	22.6	8	25.8	8.51
M±SD	3.09± 1.03						
P - Value	0.06						
III: Empowerment practices:							
1. Your organization, your work unit plays a strategic role.	18	58.1	7	22.6	6	19.4	22.06
2. A great latitude is given to employees for the organization of their work (e.g., work schedules).	17	22.6	7	22.6	7	22.6	24.32
3. Employees in your work unit have a lot of autonomy in regard to project management.	11	35.5	8	25.8	12	38.7	7.54
4. Your supervisor manages your unit's budgets.	8	25.8	14	45.2	9	29.0	15.29
5. In your work unit, employees have a great deal of liberty in the conduct of their work.	9	29.1	17	54.8	5	16.2	26.25
6. Employees in my work unit are extensively involved in key decision – making (e.g., recruitment process).	10	32.3	12	38.7	9	29.1	10.45
7. Employees in your work unit are regularly consulted in technological investments decision – making	11	35.6	10	32.2	10	32.2	14.64
8. Employees' empowerment in your work unit is highly valued.	12	38.7	10	32.2	9	29.1	7.32
9. Your work unit considered as a strategic division in your organization.	13	41.9	11	35.5	7	22.6	16.58
M±SD	3.08 ± 0.99						
P - Value	0.000**						

Table (4 conti.,): Distribution of organizational citizenship behaviors factors among studied teaching staff at Faculty of Nursing- Sohag University (n=31)

Organizational citizenship behaviors Items	Agree		Uncertain		Disagree		X^2
	No.	%	No.	%	No.	%	
IV-: Organizational commitment:							
1. You are wiling to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful.	23	74.0	4	13.0	4	13.0	25.29
2. You talk up this organization to your friends as a great organization to work for.	23	74.2	3	9.7	5	16.2	28.83
3. Your values and the organization's values are very similar	19	61.2	6	19.4	6	19.4	9.38
4. You are proud to tell others that You are part of this organization.	21	67.8	5	16.1	5	16.1	34.00
5. This organization really inspires the very best for you in the way of job performance.	14	45.2	9	29.0	8	25.8	12.38
6. You are extremely glad that You choose this organization to work for over others you were considering at the time you joined.	20	64.6	4	12.8	7	32.6	29.16
7. You really care about the fate of this organization.	18	58.1	8	25.8	5	16.1	16.25
8. For you this is the best of all possible organizations for which to work.	20	64.5	5	16.1	6	19.4	16.58
M±SD	3.50 ± 1.05						
P - Value	0.002**						
V-Organizational Citizenship Behaviors:							
1. You help colleagues who have been absent from work.	26	83.9	3	9.7	2	6.4	26.93
2. You help colleagues who have heavy work loads.	27	87.0	2	6.5	2	6.5	38.51
3. You are mindful of how your behaviors affects other people's job.	23	74.2	3	9.6	5	16.2	38.51
4. You go out of way to help new employees.	18	58.1	5	16.1	8	25.8	7.54
5. You take a personal interest in your colleagues' job.	21	67.8	4	12.9	6	19.3	28.51
6. Your attendance at work is above the norm.	16	51.6	8	25.8	7	22.6	7.22
7. You take underserved brakes at work.	13	42.0	11	35.5	7	22.5	10.77
8. You often complain about insignificant things at work.	15	48.3	7	22.6	9	29.1	7.54
9. You tend to make "mountains out of molehills".	11	35.5	18	58.0	2	6.5	19.71
10. You adhere to informal rules devised to maintain order.	21	67.7	10	32.3	0	0.00	5.87
11. You attend meetings that are not mandatory but considered important.	27	87.1	1	3.2	3	9.7	32.71
12. You perform duties that are not required but which improve corporate image.	27	87.1	1	3.2	3	9.7	32.71
M±SD	3.64 ± 0.98						
P - Value	0.05*						

(*) Statistically significant at p<0.05   (**) Statistically significant at p<0.001

Table (5): Distribution of organizational citizenship behaviors factors among studied teaching staff at Faculty of Nursing- South valley University (n=28)

Organizational citizenship behaviors Items	Agree		Uncertain		Disagree		X^2
	No.	%	No.	%	No.	%	
I: Training and Development							
1. This University is providing you with job specific training.	6	21.4	9	32.2	13	46.4	4.85
2. Sufficient time is allocated for product and solution training.	6	21.4	6	21.4	16	57.2	1.71
3. You can apply the training you receive, in this organization.	6	21.4	6	21.4	16	57.2	7.14
4. There are enough development opportunities for you in this organization.	7	25.0	9	32.1	12	42.9	3.42
5. Sufficient money is allocated for product and solution training.	6	21.4	0	0.00	22	78.6	2.00
6. You have the opportunity to be involved in activities that promote your professional development.	13	46.4	3	10.7	12	42.9	6.50
M±SD	2.57 ± 1.03						
P - Value	0.634						
II: Work-life policies:							
1. You often feel like there is too much work to do.	6	21.4	6	21.4	16	57.2	7.71
2. Your work schedule is often in conflict with your personal life.	9	32.2	6	21.4	13	46.4	0.85
3. Your job affects your role as a spouse/ or a parent.	6	21.4	12	42.9	10	35.7	6.00
4. Your job has negative effects on my personal life.	6	21.4	9	32.2	13	46.4	2.57
M±SD	2.24 ± 1.01						
P - Value	0.05*						

Table (5 conti.,): Distribution of organizational citizenship behaviors factors among studied teaching staff at Faculty of Nursing- South valley University (n=28)

Organizational citizenship behaviors Items	Agree		Uncertain		Disagree		X^2
	No.	%	No.	%	No.	%	
III: Empowerment practices:							
1. Your organization, your work unit plays a strategic role.	22	78.6	0	0.00	6	21.4	16.28
2. A great latitude is given to employees for the organization of their work (e.g., work schedules).	9	32.1	16	57.2	3	10.7	16.28
3. Employees in your work unit have a lot of autonomy in regard to project management.	3	10.7	10	35.7	15	53.6	7.78
4. Your supervisor manages your unit's budgets.	6	21.4	9	32.2	13	46.4	4.28
5. In your work unit, employees have a great deal of liberty in the conduct of their work.	10	35.7	6	21.4	12	42.9	2.00
6. Employees in my work unit are extensively involved in key decision – making (e.g., recruitment process).	16	57.2	0	0.00	12	42.8	9.07
7. Employees in your work unit are regularly consulted in technological investments decision – making	13	46.4	6	21.4	9	32.2	7.71
8. Employees' empowerment in your work unit is highly valued.	10	35.7	15	53.6	3	10.7	7.78
9. Your work unit considered as a strategic division in your organization.	19	67.9	0	0.00	9	32.1	3.57
M±SD	**3.08 ± 0.98**						
P - Value	**0.001****						
IV-: Organizational commitment:							
1. You are wiling to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful.	21	75.0	7	25.0	0	0.00	1.35
2. You talk up this organization to your friends as a great organization to work for.	16	57.2	6	21.4	6	21.4	13.42
3. Your values and the organization's values are very similar	16	57.2	6	21.4	6	21.4	5.92
4. You are proud to tell others that you are part of this organization.	13	46.4	9	32.2	6	21.4	9.14
5. This organization really inspires the very best for you in the way of job performance.	9	32.2	6	21.4	13	46.4	4.28
6. You are extremely glad that you choose this organization to work for over others you were considering at the time you joined.	19	67.8	0	0.00	9	32.2	2.64
7. You really care about the fate of this organization.	22	78.6	6	21.4	0	0.00	2.64
8. For you this is the best of all possible organizations for which to work.	13	46.4	0	0.00	15	53.6	2.64
M±SD	**3.43 ± 1.09**						
P - Value	**0.267**						
V-Organizational Citizenship Behaviors:							
1. You help colleagues who have been absent from work.	25	89.3	3	10.7	0	0.00	2.57
2. You help colleagues who have heavy work loads.	22	78.6	6	21.4	0	0.00	25.78
3. You are mindful of how your behaviors affects other people's job.	18	64.3	6	21.4	4	14.3	7.14
4. You go out of way to help new employees.	21	75.0	3	10.7	4	14.3	2.57
5. You take a personal interest in your colleagues' job.	18	64.3	3	10.7	7	25.0	23.14
6. Your attendance at work is above the norm.	28	100.0	0	0.00	0	0.00	19.85
7. You take underserved brakes at work.	19	67.9	6	21.4	3	10.7	9.14
8. You often complain about insignificant things at work.	16	57.2	9	32.1	3	10.7	15.00
9. You tend to make "mountains out of molehills".	15	53.6	3	10.7	10	35.7	10.28
10. You adhere to informal rules devised to maintain order.	22	78.6	0	0.00	6	21.4	13.71
11. You attend meetings that are not mandatory but considered important.	19	67.9	9	32.1	0	0.00	7.14
12. You perform duties that are not required but which improve corporate image.	25	87.3	3	10.7	0	0.00	1.35
M±SD	**3.75 ± 0.85**						
P - Value	**0.003****						

(*) Statistically significant at p<0.05
(**) Statistically significant at p<0.001

Table (6): Mean scores of organizational citizenship behaviors factors among the study subjects at faculties of Nursing in Upper Egypt

Organizational citizenship behaviors factors	Assiut University (n=94)	Minia University (n=80)	Sohag University (n=31)	South Valley University (n=28)
	M±SD	M±SD	M±SD	M±SD
I- Training and development	**2.84±1.10**	**2.15 ± 1.68**	**3.02 ± 1.03**	**2.57 ± 1.03**
II- Work – life policies	3.39±1.22	3.54 ± 1.15	3.09± 1.03	2.24 ± 1.01
III- Empowerment practices	3.11±1.01	2.78 ± 1.19	3.08 ± 0.99	3.08 ± 0.98
IV- Organizational commitment	3.64 ± 0.93	3.47 ± 1.01	3.50 ± 1.05	3.43 ± 1.09
V- Organizational citizenship behaviors	**3.78 ± 0.86**	**3.93 ± 0.91**	**3.64 ± 0.98**	**3.75 ± 0.85**

Table (7): Distribution of organizational citizenship behaviors factors among demonstrators and assistant lecturers of nursing faculties in Upper Egypt (n=168)

Organizational citizenship behaviors Items	Agree No.	Agree %	Uncertain No.	Uncertain %	Disagree No.	Disagree %	X^2
I: Training and Development							
1. This University is providing you with job specific training.	56	33.3	36	21.4	76	45.3	23.25
2. Sufficient time is allocated for product and solution training.	42	25.0	40	23.8	86	51.2	33.13
3. You can apply the training you receive, in this organization.	45	26.8	46	27.4	77	45.8	31.34
4. There are enough development opportunities for you in this organization.	28	16.7	49	29.2	91	54.1	50.03
5. Sufficient money is allocated for product and solution training.	20	11.9	32	19.0	116	69.1	72.12
6. You have the opportunity to be involved in activities that promote your professional development.	44	26.2	47	28.0	77	45.8	47.48
M±SD				2.54 ± 1.13			
P - Value				0.000**			
II: Work-life policies:							
1. You often feel like there is too much work to do.	42	25.0	30	17.9	96	57.1	48.96
2. Your work schedule is often in conflict with your personal life.	45	26.8	29	17.3	94	55.9	36.76
3. Your job affects your role as a spouse/ or a parent.	34	20.3	38	22.6	96	57.2	61.52
4. Your job has negative effects on your personal life.	48	28.6	42	25.0	78	46.0	32.65
M±SD				3.42 ± 1.13			
P - Value				0.000**			
III: Empowerment practices:							
1. Your organization, your work unit plays a strategic role.	88	52.4	40	23.8	40	23.8	63.01
2. A great latitude is given to employees for the organization of their work (e.g., work schedules).	66	39.3	62	36.9	40	23.8	73.13
3. Employees in your work unit have a lot of autonomy in regard to project management.	47	27.9	58	34.5	63	37.5	35.98
4. Your supervisor manages your unit's budgets.	42	25.0	66	39.3	60	35.7	58.66
5. In your work unit, employees have a great deal of liberty in the conduct of their work.	47	27.0	56	33.3	65	38.7	48.13
6. Employees in my work unit are extensively involved in key decision – making (e.g., recruitment process).	62	36.9	44	26.2	62	36.9	34.32
7. Employees in your work unit are regularly consulted in technological investments decision – making	46	27.4	56	33.3	66	39.3	33.19
8. Employees' empowerment in your work unit is highly valued.	70	41.7	51	30.4	47	28.0	45.04
9. Your work unit considered as a strategic division in your organization.	66	39.3	46	27.4	56	33.3	53.73
M±SD				2.59 ± 1.08			
P - Value				0.000**			

Table (9): Displays relation between organizational citizenship behaviors and marital status among members of nursing faculties in Upper Egypt Universities. It shows that both married and unmarried were agreed with all organizational citizenship behaviors factors except with training and development & work-life polices factors. There were statistically significant differences among marital status and organizational citizenship behaviors (P <0.001, 0.006, 0.000, and 0.006) respectively except empowerment practices was (P <0.87).

Table (10): Shows relation between organizational citizenship behaviors and educational qualification among members of nursing faculties in

Upper Egypt Universities. It shows that bachelor, masters and doctoral were disagreed with training and development, work-life policies factors with highly statistically significant differences (organizational citizenship behaviors factors). There were statistically significant differences (P <0.03 and 0.000) respectively, while, all of them agreed with organizational commitment and organizational citizenship behaviors (P <0.002 and 0.001) respectively.

Table (11): Shows relation between organizational citizenship behaviors and years of experience among members of nursing faculties in Upper Egypt Universities. It shows that all faculties members with different years of experiences were disagreed with training and development and work-life policies factors with statistically significant

differences (P <0.03 and 0.001) respectively. While, all of them agreed with organizational commitment and organizational citizenship behaviors factors with statistically significant differences (P <0.01 and 0.003) respectively.

Table (12): Displays relation between organizational citizenship behaviors and age among members of nursing faculties in Upper Egypt Universities. It shows that all faculties' members with different age were disagreed with training and development and work-life policies factors with statistically significant differences (P <0.001 and 0.046) respectively. While, all of them agreed with empowerment practices, organizational commitment, and organizational citizenship behaviors factors with statistically significant differences (P <0.03, 0.006 and 0.000) respectively.

Table (7 conti.,): Distribution of organizational citizenship behaviors factors among demonstrators and assistant lecturers of nursing faculties in Upper Egypt (n=168)

Organizational citizenship behaviors Items	Agree		Uncertain		Disagree		X^2
	No.	%	No.	%	No.	%	
IV-: Organizational commitment:							
1. You are wiling to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful.	108	64.3	35	20.8	25	14.8	61.52
2. You talk up this organization to your friends as a great organization to work for.	93	55.4	47	28.0	28	16.7	72.47
3. Your values and the organization's values are very similar	97	57.8	48	28.6	23	13.7	74.68
4. You are proud to tell others that you are part of this organization.	94	56.0	43	25.6	31	18.4	74.26
5. This organization really inspires the very best for you in the way of job performance.	82	48.8	55	32.7	31	18.5	79.14
6. You are extremely glad that you choose this organization to work for over others you were considering at the time you joined.	94	56.0	42	25.0	32	19.1	66.52
7. You really care about the fate of this organization.	103	61.3	47	28.0	18	10.7	81.05
8. For you this is the best of all possible organizations for which to work.	95	56.5	32	19.0	41	24.4	39.68
M±SD	3.50 ± 1.06						
P - Value	0.000**						
V-Organizational Citizenship Behaviors:							
1. You help colleagues who have been absent from work.	143	85.1	19	11.3	6	3.6	111.19
2. You help colleagues who have heavy work loads.	142	84.6	20	11.9	6	3.6	170.98
3. You are mindful of how your behaviors affects other people's job.	136	80.9	26	15.5	6	3.6	174.56
4. You go out of way to help new employees.	114	67.9	37	22.0	17	10.1	77.12
5. You take a personal interest in your colleagues' job.	123	73.2	27	16.1	18	10.7	122.59
6. Your attendance at work is above the norm.	108	64.3	39	23.3	21	12.3	75.15
7. You take underserved brakes at work.	98	58.4	40	23.8	30	17.9	66.88
8. You often complain about insignificant things at work.	107	63.7	44	26.2	17	10.1	85.03
9. You tend to make "mountains out of molehills".	93	55.4	51	30.4	24	14.3	74.44
10. You adhere to informal rules devised to maintain order.	116	69.0	39	23.2	13	7.8	120.98
11. You attend meetings that are not mandatory but considered important.	125	74.4	32	19.0	11	6.6	113.01
12. You perform duties that are not required but which improve corporate image.	132	78.6	24	14.3	12	7.2	129.85
M±SD	3.82 ± 0.93						
P - Value	0.000**						

(*) Statistically significant at p<0.05
(**) Statistically significant at p<0.001

Table (8): Distribution of organizational citizenship behaviors factors among Doctorate degree of nursing faculties in Upper Egypt (n=168)

Organizational citizenship behaviors Items	Agree		Uncertain		Disagree		X^2
	No.	%	No.	%	No.	%	
I: Training and Development							
1. This University is providing you with job specific training.	30	46.2	7	10.8	28	43.1	14.76
2. Sufficient time is allocated for product and solution training.	23	35.3	12	18.5	30	46.2	18.61
3. You can apply the training you receive, in this organization.	22	33.8	7	10.8	36	55.4	30.15
4. There are enough development opportunities for you in this organization.	21	32.3	10	15.4	34	52.3	21.84
5. Sufficient money is allocated for product and solution training.	5	7.7	14	21.5	46	70.7	35.23
6. You have the opportunity to be involved in activities that promote your professional development.	24	36.9	18	27.7	23	35.4	27.58
M±SD	2.74 ± 1.86						
P - Value	0.000**						
II: Work-life policies:	9	13.9	7	10.8	49	75.4	55.54
1. You often feel like there is too much work to do.	23	35.4	13	20.0	29	44.6	16.46
2. Your work schedule is often in conflict with your personal life.	22	33.9	5	7.7	38	58.4	23.38
3. Your job affects your role as a spouse/ or a parent.	22	33.8	14	21.5	29	44.7	2.00
4. Your job has negative effects on your personal life.	10	15.4	15	23.1	40	61.6	28.15
M±SD	3.34 ± 1.19						
P - Value	0.000**						
III: Empowerment practices:							
1. Your organization, your work unit plays a strategic role.	34	52.4	18	27.7	13	20.0	41.54
2. A great latitude is given to employees for the organization of their work (e.g., work schedules).	19	29.3	25	38.5	21	32.3	32.46
3. Employees in your work unit have a lot of autonomy in regard to project management.	14	21.6	22	33.8	29	44.7	16.92
4. Your supervisor manages your unit's budgets.	31	47.7	14	21.5	20	30.7	11.23
5. In your work unit, employees have a great deal of liberty in the conduct of their work.	37	56.9	13	20.0	15	23.0	26.61
6. Employees in my work unit are extensively involved in key decision – making (e.g., recruitment process).	19	29.2	23	35.4	23	35.4	19.52
7. Employees in your work unit are regularly consulted in technological investments decision – making	29	44.6	21	32.3	15	23.1	30.31
8. Employees' empowerment in your work unit is highly valued.	40	61.6	16	24.6	9	13.8	29.54
9. Your work unit considered as a strategic division in your organization.	48	73.9	11	16.9	6	9.2	33.27
M±SD	3.17 ± 1.07						
P - Value	0.000**						
IV-: Organizational commitment:							
1. You are wiling to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful.	44	67.6	18	27.7	3	4.6	35.86
2. You talk up this organization to your friends as a great organization to work for.	44	67.7	9	13.8	12	18.5	68.15
3. Your values and the organization's values are very similar	45	69.2	13	20.0	7	10.7	42.61
4. You are proud to tell others that you are part of this organization.	35	53.9	14	21.5	16	24.6	22.93
5. This organization really inspires the very best for you in the way of job performance.	44	67.6	12	18.5	9	13.8	51.54
6. You are extremely glad that you choose this organization to work for over others you were considering at the time you joined.	37	56.9	18	27.7	10	15.4	25.65
7. You really care about the fate of this organization.	41	63.1	18	27.7	6	9.2	10.38
8. For you this is the best of all possible organizations for which to work.	53	81.5	3	4.6	9	13.9	63.84
M±SD	3.64± 0.88						
P - Value	0.000**						
V-Organizational Citizenship Behaviors:							
1. You help colleagues who have been absent from work.	58	89.2	3	4.6	4	6.2	115.54
2. You help colleagues who have heavy work loads.	52	80.0	7	10.8	6	9.2	44.23
3. You are mindful of how your behaviors affect other people's job.	50	76.9	7	10.8	8	12.3	56.61
4. You go out of way to help new employees.	47	72.3	10	15.4	8	12.3	33.84
5. You take a personal interest in your colleagues' job.	47	72.4	17	26.2	1	1.5	26.01
6. Your attendance at work is above the norm.	47	72.3	10	15.4	8	12.3	63.07
7. You take underserved brakes at work.	40	61.5	16	24.6	9	13.9	38.00
8. You often complain about insignificant things at work.	29	44.6	26	40.0	10	15.4	38.46
9. You tend to make "mountains out of molehills".	42	64.6	15	23.1	8	12.4	57.23
10. You adhere to informal rules devised to maintain order.	52	80.0	3	16.9	2	3.1	33.40
11. You attend meetings that are not mandatory but considered important.	52	80.0	7	10.8	6	9.2	31.92
12. You perform duties that are not required but which improve corporate image.	52	80.0	3	16.9	2	3.1	33.40
M±SD	3.78 ± 0.92						
P - Value	0.000**						

(*) Statistically significant at p<0.05 (**) Statistically significant at p<0.001

Table (9): Relation between organizational citizenship behaviors factors and marital status among members of nursing Faculties in Upper Egypt Universities (n=233)

Organizational citizenship behaviors factors	Marital status				X^2	P -value
	Married (no=150)		Unmarried (no=83)			
	No.	%	No.	%		
I- Training and development						
▪ Agree	38	26.3	22	26.4	13.5	**0.001****
▪ Neutral	34	22.7	19	22.8		
▪ Disagree	**76**	**50.8**	**42**	**50.8**		
II- Work – life policies						
▪ Agree	35	23.3	27	32.2	10.33	**0.006****
▪ Neutral	23	15.3	21	25.3		
▪ Disagree	**92**	**61.4**	**35**	**42.5**		
III- Empowerment practices						
▪ Agree	**57**	**38.0**	**31**	**37.3**	0.27	0.87
▪ Neutral	47	31.3	24	29.0		
▪ Disagree	46	30.7	28	33.7		
IV- Organizational commitment						
▪ Agree	**87**	**58.0**	**50**	**60.2**	4.42	**0.000****
▪ Neutral	39	26.0	19	22.9		
▪ Disagree	24	16.0	14	16.9		
V- Organizational citizenship behaviors						
▪ Agree	**110**	**73.3**	**59**	**71.1**	10.33	**0.006****
▪ Neutral	27	18.0	16	19.3		
▪ Disagree	13	8.7	8	9.6		

(**) Statistically significant at p<0.001

Table (10): Relation between organizational citizenship behaviors factors and educational qualifications among members of nursing Faculties in Upper Egypt Universities (n=233)

Organizational citizenship behaviors factors	Educational qualifications						X^2	P - value
	Bachelor (no=79)		Masters (no=89)		Doctoral (no=65)			
	No.	%	No.	%	No.	%		
I- Training and development								
❖ Agree	18	22.8	21	23.6	21	32.3	13.65	**0.03***
❖ Neutral	21	26.6	21	23.6	11	17.0		
❖ Disagree	**40**	**50.6**	**47**	**52.8**	**33**	**50.7**		
II- Work – life policies								
❖ Agree	21	26.6	21	23.6	19	29.2	15.24	**0.000****
❖ Neutral	17	21.5	18	20.2	10	15.4		
❖ Disagree	**41**	**51.9**	**50**	**56.2**	**36**	**55.4**		
III- Empowerment practices								
❖ Agree	14	17.7	17	19.1	**27**	**41.6**	12.32	**0.02***
❖ Neutral	**48**	**60.7**	**48**	**53.9**	19	29.2		
❖ Disagree	17	21.6	24	27.0	19	29.2		
IV- Organizational commitment								
❖ Agree	**35**	**44.4**	**42**	**47.2**	**38**	**58.5**		
❖ Neutral	22	27.8	24	26.9	16	24.6		
❖ Disagree	22	27.8	23	25.9	11	16.9	45.65	**0.002****
V- Organizational citizenship behaviors							99.59	
▪ Agree	**46**	**58.2**	**49**	**55.0**	**35**	**53.8**		
▪ Neutral	22	27.8	26	29.2	20	30.7		**0.001****
▪ Disagree	11	14.0	14	15.8	10	15.5		

(*) Statistically significant at p<0.05 (**) Statistically significant at p<0.001

Table (11): Relation between organizational citizenship behaviors factors and years of experience among members of nursing Faculties in Upper Egypt Universities (n=233)

Organizational citizenship behaviors factors	Years of experience								X^2 P -value
	>1 yrs (no=16)		>2yrs (no=22)		>3yrs (no=19)		<3yrs (no=176)		
	No	%	No.	%	No.	%	No.	%	
I- Training and development									
▪ Agree	3	18.7	8	36.4	5	26.3	43	24.4	5.06
▪ Neutral	6	37.5	6	27.2	6	31.6	36	20.5	**0.03***
▪ Disagree	**7**	**43.8**	**8**	**36.4**	**8**	**42.1**	**97**	**55.1**	
II- Work – life policies									
▪ Agree	3	18.7	8	36.4	6	31.6	45	25.6	5.53
▪ Neutral	6	37.5	6	27.2	6	31.6	27	15.3	**0.001***
▪ Disagree	**7**	**43.8**	**8**	**36.4**	**7**	**36.8**	**104**	**59.1**	
III- Empowerment practices									
▪ Agree	4	25.0	9	41.0	6	31.6	**68**	**38.6**	4.42
▪ Neutral	5	31.2	6	27.2	6	31.6	54	30.7	0.11
▪ Disagree	**7**	**43.8**	7	31.8	**7**	**36.8**	54	30.7	
IV- Organizational commitment									
▪ Agree	**8**	**50.0**	**14**	**63.6**	**10**	**52.6**	**106**	**60.2**	3.77
▪ Neutral	3	18.7	5	22.8	6	31.6	44	25.0	**0.01***
▪ Disagree	5	31.3	3	13.6	3	15.8	26	14.8	
V- Organizational citizenship behaviors									
▪ Agree	**10**	**62.6**	**14**	**63.6**	**11**	**57.9**	**129**	**73.2**	3.49
▪ Neutral	3	18.7	6	27.2	5	26.3	32	18.2	**0.003****
▪ Disagree	3	18.7	2	9.2	3	15.8	15	8.6	

(*) Statistically significant at p<0.05   (**) Statistically significant at p<0.001

Table (12): Relation between organizational citizenship behaviors and age among members of nursing Faculties in Upper Egypt Universities (n=233)

Organizational citizenship behaviors factors	Age								X^2 P -value
	≥30 yrs (no=110)		≥40yrs (no=77)		≥50 yrs (no=43)		+50 yrs (no=3)		
	No.	%	No.	%	No.	%	No.	%	
I- Training and development									
▪ Agree	27	24.5	18	23.4	14	32.5	1	33.3	13.5
▪ Neutral	27	24.5	18	23.4	7	16.3	0	0.00	**0.001****
▪ Disagree	**56**	**51.0**	**41**	**53.2**	**22**	**51.2**	**2**	**66.7**	
II- Work – life policies									
▪ Agree	28	25.4	19	24.7	11	25.6	**2**	**66.7**	
▪ Neutral	23	21.0	17	22.1	7	16.3	1	33.3	6.14
▪ Disagree	**59**	**53.6**	**41**	**53.2**	**25**	**58.1**	0	0.00	**0.046***
III- Empowerment practices									
▪ Agree	**44**	**40.0**	**29**	**37.7**	**22**	**51.2**	**3**	**100.0**	
▪ Neutral	33	30.0	25	32.5	10	23.2	0	0.00	6.98
▪ Disagree	33	30.0	23	29.8	11	25.6	0	0.00	**0.031***
IV- Organizational commitment									
▪ Agree	**73**	**66.3**	**48**	**62.3**	**29**	**67.4**	**3**	**100.0**	
▪ Neutral	25	22.7	15	19.5	7	16.3	0	0.00	10.33
▪ Disagree	12	11.0	14	18.2	7	16.3	0	0.00	**0.006****
V- Organizational citizenship behaviors									
▪ Agree	**74**	**67.3**	**56**	**72.7**	10	23.2	1	33.3	13.45
▪ Neutral	26	23.7	15	19.5	**27**	**62.8**	0	0.00	**0.000****
▪ Disagree	10	9.0	6	7.8	6	14	**2**	**66.7**	

(*) Statistically significant at p<0.05   (**) Statistically significant at p<0.0

4.Discussion:

The results of the present study illustrates that almost all study subjects were agreed with organizational commitment, organizational citizenship behaviors factors. There were statistically significant differences for all factors of organizational citizenship

behaviors (**Tables :2, 3, 4, 5**). This result was supported by previous studies done by **Chughtai & Zafar, (2006)** which revealed that the faculty members of educational institutes who are highly committed continue their involvement with their current institutions and they also put high level of efforts and show high performance for their institutions**.**

As the results of the present study showed that all faculties' members had bachelor, masters and doctoral qualifications with different years of experiences and age were disagreed about training and development factor (**Tables: 10, 11, 12**). These might be attributed to every department at faculties of nursing hasn't training and development strategies for a new appointed staff or for any up grading of teaching staff that may lead to hinder the progress of any organization. **Adamson & Caple (1996)** and **Khayyat, (1998)** stated that the truth of twenty – first century is that it become must to develop human resources because it has been realized that the workforce who is well-trained is the key to competitiveness, training and education of teachers becomes impeding as organizations seek more excellence.

In addition, **Antonacopoulou, (2000)** stated that training is very important in developing positive impact between the employee and management relationship. Organizations invest in training in order to achieve their objectives**.** Moreover, **Liu, (2006)** concluded that training satisfaction is one of the antecedents of organizational commitment that shows considerably positive relationship with organizational citizenship behaviors.

Many researchers' notices that continuous learning of teachers is normally overlooked while the improvement in practices and continuous learning is the core of the teacher professionalism. For achieving the competitive advantage acquiring new knowledge and skills are very important (**Brown et al., 2002**).

The results of the current study (Tables :7, 8) revealed that majority of study subjects agreed with organizational commitment factor. These results supported **Jernigan et al. (2002)** studies revealed that organizational commitment is very beneficial for the organization as it reduces the absenteeism rate, turnover and enhances the organization productivity. The reason that this behaviors is regarded as a form of citizenship behaviors is that even though everyone is expected to obey company regulations, rules, and procedures at all times, many employees simply do not.

An employee who is highly committed to the organization contributes to the organization performance (**Freund & Carmeli, 2003**). In addition**, Dimitriades, (2007)** study revealed that the climate of

the organization is significantly associated to OCBs because climate cause perceptions among the employees that manipulate their willingness of working harder and involved with their work and become enthusiastic to enroll in organizational citizenship behaviors. Teachers organizational citizenship perceptions did not fluctuate according to field of study, seniority and gender and the teacher had positive opinion concerning about organizational citizenship (**Yylamz & Dan , 2008**).

Moreover, **Liu, (2008)** found that commitment is the predictive of organizational citizenship behaviors because it significantly impacts OCBs**.** Teachers organizational citizenship perceptions did not fluctuate according to field of study, seniority and gender of the teacher had positive opinion concerning about organizational citizenship (**Yylmaz and Dan, 2008**)

These results might be attributed to that the lecturers' optional behaviors at work are seen when they have the related competencies. These results were supported by **Jung & Hong, (2008)** who concluded that OCBs basically determines the employees' readiness to give up their effort and cooperate with the organization in order to contribute to the productivity, employee satisfaction, customer satisfaction, and quality. Improved OCBs represents employees' accessibility and keenness to experience changes for the successful implementation of novel methodologies of management.

In the same point this result agreed with **Foote et al. (2005)** who illustrated that OCBs of universities teachers are very high as the results reveal this and it is due to their organizational commitment. As OCBs become high teachers will be very cooperative, supportive and compassionate in solving the student's problems and understanding their learning power and deliver the education which is outrival the quality level of education which is advantageous for the universities. OCBs is the result of organizational commitment.

In providing quality of services employee empowerment is the major factor that has the significant impact. Services providing organizations are paying more attention towards employee empowerment in order to improve the service quality (**Samat et al., 2006**).

The results of the present study show that almost all demonstrators, assistant lecturers and lecturers at nursing faculties in Upper Egypt Universities disagreed on factor of empowerment practices (**Tables:7,8**). This result was inconsistent with (**Meyerson & Kline, (2008)** who showed that empowerment is positively linked with work satisfaction. Empowerment was envisaged by an individual locus of control, availability of information and self-esteem. **Moye & Henkin, (2006)** added that

employees develop higher level of trust in their organization when they feel empowered. By giving power to the employees in decision making can lead to greater responsibility on behalf of employees in achieving job and customer satisfaction. So by empowering teachers it assists them in improving leadership skills, improves work-life quality, and improves professionalism. While, **Lee *et al.* (2006) and Bhatnagar, (2007)** found that empowerment plays a significant impact on organizational commitment of the employee and organizational commitment increases accordingly as the work empowerment perception increases. Organizational learning is facilitated by the empowerment which ultimately enhances the commitment level**.**

Conclusions:
1. Almost all lecturers at nursing faculties in Upper Egypt Universities agreed on all factors of organizational citizenship behaviors factors except work-life policies. There were statistically significant differences for all factors of organizational citizenship behaviors**.**
2. Almost all demonstrators and assistant lecturers at nursing faculties in Upper Egypt Universities disagreed on factors of training and development, work-life policies, and empowerment practices while were agreed with organizational commitment, organizational citizenship behaviors factors. There were statistically significant differences for all factors of organizational citizenship behaviors.
3. All faculties' members with different educational qualifications and years of experiences were disagreed on training and development, work-life policies factors with highly statistical significant differences.

Recommendations:
1. Up grading competencies of nursing faculties teachers through attendance of staff development programs will increase their OCB.
2. Provide power to the nursing faculties' teaching staff with different educational qualifications to share in decision making can lead to improve teachers' leadership skills, improve work-life quality, and improve professionalism.

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