

Examine the Relationship Between Organizational Citizenship Behavior and Organizational Health in Specialty and Subspecialty Seyyed-al-Shohada Hospital Staff, Urmia

¹Vahid Alinejad, ⁴Abdolkarim Shadmehr, ⁵Shekoufeh kazemi Asfeh,

²Reza Gholizade and ³Ehsan Tabbakhi

¹Center of Clinical Research and Reproductive Health,

²Department of Educational Management, ³Department of Social Science Research,
Urmia University of Medical Sciences, Urmia, Iran

⁴Department of Financial Affairs and Management Development RICHT, Middle East, Iran

⁵Shiraz University, Shiraz, Iran

Abstract: Today's world is the world of the dynamics and evolution that have enormous impact on thought and behavior. In the treatment unit of the country because of relationship and interaction with suffering people of the community and given the heavy burden on the country's medical institutions, organizational health is considered necessary. In the present study, we are to examine the relationship between organizational citizenship behavior and organizational health in specialty and subspecialty Seyyed-al-Shohada hospital staff, Urmia. This study is a descriptive correlational study. Statistical community include all Seyyed-al-shohada hospital staff, Urmia, using stratified simple random sampling, 150 patients were recruited. Research instruments include organizational health questionnaire and citizenship behavior questionnaire. Data was analyzed after validity and reliability using SPSS 16 Software and statistical correlation coefficient regression methods. According, to data from 150 employees of Seyyed-al-Shohada hospital, each three organizational health including organizational duties dimension with mean 3.00 and standard deviation of 45% and elongation of 35%, inter-organizational processes dimension with 2.98 mean and standard deviation of 42% and the elongation of -26% and then growth and organizational change with 3.10 mean and standard deviation of 43% and elongation of -10% were assessed as moderate.

Key words: Organizational citizenship behavior, organizational health, heart, Urmia, growth

INTRODUCTION

Today's world is the world of the dynamics and evolution that have enormous impact on thought and behavior. The world is changing rapidly and it will be globalized and affect regulation, flexibility, quality and attitude. And thus make it more difficult for organizations and companies to adapt to their surroundings and the world, compete and it is believed that in this way the competitiveness and performance of organizations and companies is largely dependent on the employees efforts to accept tasks and roles beyond the tasks and specified roles in the job description and undoubtedly distinction of effective and non-effective organizations are the employees. Organizations play a major role in the lives of individuals.

They surround us, we come into the world and we usually die in them, so that they fill the gap between life

and death and it is impossible to escape and in our daily routine we have to deal with them and they have long been pervasive in human life as a human entity. Today, organizations are an integral part of human life. Regardless of them, the chaos and instability affected communities and goals can-not be achieved (Hodson, 2002).

In the treatment unit of the country because of relationship and interaction with suffering people of the community and given the heavy burden on the country's medical institutions, organizational health is considered necessary. Miles believes that organizational health is durability of organizations survive in their environment and adapt to it and upgrade and expand its potential for greater compatibility. Lynden and Klinge believe that a healthy organization is where people want to stay there and work and be instrumental.

People in need of treatment should be guided in the right direction which requires a committed and healthy organization and established and organizational citizenship behavior staff.

Also, a certain set of behaviors of employees who provide customer service, contact and interact with them can have a significant impact on customer perception from service quality, in particular, the voluntary behavior of employees that is doing both for customers and organization. These behaviors are called OCB that is as individual participation in the work environment that do not directly and explicitly recognized by the formal reward system (Graham, 1991). Researchers have stated that organizational citizenship behavior will help organizational efficiency, effectiveness and success and allows administrators to spend more productive activities and also improves the ability of employees to perform the task (LeBlanc, 1992).

The health department has a great duty and responsibility which should develop organizational citizenship behavior among its employees and have organizational health to provide ground work for creation of commitment, satisfaction and organizational award.

Behavior of staff in individual dimension will be analyzed considering the factors of attitude, personality, perception and learning. Organizational citizenship behavior is ideal for any organization because it deals with important organizational variables such as organizational effectiveness, organizational performance and productivity and due to this reason many researchers have targeted their research on behavioral definition and study that helps long-term success of organizations which was previously overlooked. The assumption is that if employees participate in organizational citizenship behaviors and participate in its improvement we will have more effective job and the job will be done smoothly.

In relation to citizenship behavior researchers have proposed various components that the most prestigious division has proposed by Organ. He introduces 5 dimensions for organizational citizenship behavior including altruism, consciousness, chivalry, social customs (civic virtue) and propriety (respect and honor). Thus, in his opinion, by strengthening these characteristics in organizations, employees will seek to modify their performance during tasks and activities and will play their role well.

Organizational citizenship behavior is one of the indicators that would improve employee performance and lead the organization toward its goals.

The term organizational health in the past half century is widely regarded by managers, employers and academic communities.

Although, organizational health as has been suggested in literature is dependent on the health of employees but is created as a gradual evolution in using terms and moving healthy individuals towards health of management processes, culture and structure and attention to psychological factors, environmental compatibility, feelings of employees, leadership, trust, mutual support, social responsibility, effectiveness, etc. Lifeblood of an organization is its employees, especially frontline employees who are directly associated with the customer. Unlike goods, services are produced and consumed at the same time and frontline service employees are potentially producing services. This aspect of the service has led to increased focus on the critical role of employees in the distribution of high quality services (Nyhan and Marlowe, 1993). In fact, the staff distinguishes between effective and non-effective organization because consider the organization their home and will not hesitate any effort to achieve its objectives.

Miles suggests that surveying organizational health status contributed to the perception of the organization's managers to compare their perceptions with working environment as well as understanding the strengths and weaknesses of organization and helps them resolve differences, reforms, necessary changes and helps you achieve organizational effectiveness.

Given that the treatment organizations are connected with in need cortex of the community and with regard to their efficiency, effectiveness and health overshadow dramatically over environmental and inner elements of organization's services, hospital managers should change organization's atmosphere so that the employees operate with more confidence all the experiences, abilities and talents in order to increase the overall health of the organization and realization of effectiveness of the organization. It will not be possible unless health of the organization, its parameters, principles and issues related to citizenship behavior and most importantly effective backgrounds and factors for the occurrence of these behaviors have been identified and substrates should be provided to implement these behaviors. According to what has said and the importance of organizational health and citizenship behavior in achieving the goals and effectiveness of organizations, especially hospitals, considering these variables and identifying relationships between them is important that should be considered by managers. Accordingly, the present study attempted to examine the relationship between organizational citizenship behavior and organizational health in hospital.

Rapid changing of environment is life threatening for many organizations. New media, information technology, global consumer cultures and the emergence of global

standards are effective environmental changes that are present in organizations today. Sustainability of many organizations is threatened by conflicts with environmental changes. Ecological theory of evolution suggests that variable uncertain environments demands various organizations that coincide with changes in the environment are of great flexibility. Focus on health of organizations, is meant to focus on success. The optimal utilization of human resources in an organization and providing friendly customer service as a competitive factor in organizational superiority is subjected to enjoyment of organization from health.

Organizational health is known as an indication of the success of management practice in his main task. Managers' knowledge about organizational health can have an effective role in success and happiness of employees. Improper selection, improper application of skills, lack of a suitable environment for the flourishing of creativity could jeopardize the health and development of the organization.

When a person is not commensurate with their postal authority or it leads to insubordination, absenteeism, delays and resignation. If the flow of communication is not established at all levels and multilaterally and if there is not complete trust between the different sectors, misunderstanding and disharmony caused. When the objectives are not clear, target ambiguity occurs and will not be resulting in a concerted effort by the staff to achieve the objectives.

In this regard this study finds it necessary to examine the relationship between organizational citizenship behavior and health of organization in Urmia treatment center that through assessment, identifying strengths and weaknesses, revealing gaps and accordingly set clear priorities of the organization, steps taken in increasing citizenship behavior and consequently health of the organization to achieve desired status and long-term goals of the organization and of community.

MATERIALS AND METHODS

Due to the nature of the research subject, the research is descriptive-correlational because the relationship between organizational citizenship behavior and organizational health in specialty and subspecialty Seyyed-al-Shohada hospital staff, Urmia is examined. In the present study, statistical population include all Seyyed-al-shohada hospital staff in 2013-2014 that is a total of 319 individuals of whom 149 are females and 170 are males. The sample group consisted of 150 employees which is using stratified random sampling method and the results of previous studies were calculated. The study used the following two scales:

Organizational health: To assess the health of organization organizational health questionnaire is used which is consisted of 50 items. Answer of each question is graded from 1-5 thus respondents choose from the five options of 1 (very low) to 5 (very much) one option to indicate their perception of the health of the organization. The three dimensions of organizational health questionnaire are as follows:

Organizational tasks: The dimension represents the organization have an effective communication system and participatory management in the organization.

Internal processes: The dimension represents the internal conditions of organization to protect and keep employees and existence of the organization.

Organizational development and change: The dimension reflects the organization's ability to adapt to environmental changes and organizational innovation. Questions assigned to measure the dimensions of organizational health in Table 1.

Citizenship behavior scale: A questionnaire was used to measure organizational citizenship behavior. The scale is likert-type with 20 items that answers are shown on a five-option range from very low (1) to very high (5). The scale has five dimensions that are as follows:

Conscientiousness: This dimension encompasses several instances in which members perform certain behaviors that are beyond the minimum level required to perform the task (Organ, 1998).

Altruism: Implies beneficial and profitable behaviors such as intimacy, empathy and compassion among the partners (Organ, 1998).

Citizenship virtue: Includes behaviors such as participation in extracurricular activities, even when it is not necessary to attend (Organ, 1988) and also supporting the development and changes provided by organization managers.

Generosity: Refers to patience towards adverse and unfavorable circumstances, without objection, grievance and complaint (Organ, 1988).

Respect and reverence: The dimension represents the way people behave with colleagues, supervisors and clients. And also doing things that are not necessary but doing it is benefit the organization questions assigned to measure the dimensions of citizenship behavior are shown in Table 2.

Table 1: Questions assigned to measure the dimensions of organizational health

Questions	Dimensions
5, 6, 7, 31, 33, 34, 42, 49	Organizational tasks
4, 8, 9, 11, 12, 13, 14, 15, 18, 19, 20, 23, 25, 26, 30, 32, 35, 38, 39, 40, 41, 43, 44, 46, 47, 48, 50	Internal processes
3, 10, 17, 21, 22, 24, 27, 28, 29, 36, 37, 45	Organizational development and change

Table 2: Questions assigned to measure the dimensions of citizenship behavior

Dimensions	Altruism	Conscientiousness	Generosity	Virtue	Reverence
Questions	1-4	5-7	8-10	11-13	14-20

In this study in order to theoretical codification and background of researches library method and in order to implement the questionnaire and data collection with introduction letter from faculty of education and psychology and getting a certificate of Seyyed-al-Shohada hospital with direct reference to the research subjects and their trust on the information is solely for research. Details were given about how to complete the questionnaires then questionnaires were distributed and after a few days collected. Data was analyzed after validity and reliability using SPSS 16 Software and correlation coefficient regression statistical methods.

RESULTS

Reliability and validity of organizational health scale: In this study organizational health validity was calculated using item analysis, based on the results obtained validity in task dimension varies between 44-66% in process dimension between 17-77% and in change dimension between 26-77%. It should be noted that according to the table below validity coefficient is significant in all aspects (Table 3).

Reliability of tools are also calculated using Cronbach's alpha for each subscale that Cronbach's alpha coefficients obtained indicate the number 38% in task dimension, 83% in process dimension and 67% in change dimension.

The number of items assigned to administrative duties was 8 items, 30 items for the internal processes and 12 items for developmental and organizational change.

Reliability and validity of organizational citizenship behavior scale: In this study organizational citizenship behavior validity was also calculated using item analysis. Based on the results obtained validity coefficients in altruism dimension vary between 54-80% in task dimension between 55-82% in chivalry dimension between 44-71% in virtue dimension between 61-66% and in respect dimension between 39-69% and all the coefficients obtained are significant in 0.0001.

Table 3: Correlation coefficient and significance level for organizational functions and processes within the organization and developmental and organizational change

Scales	Organizational and function	Internal processes	Developmental organizational change
Correlation coefficient (%)	44-66	17-77	26-77
Significance level	0.04-0.0001	0.03-0.0001	0.0001

Table 4: Correlation coefficient and significant level of altruism and task, chivalry, virtue and respect

Scales	Altruism	Task	Chivalry	Virtue	Respect
Correlation coefficient (%)	54-80	55-82	44-71	61-66	39-69
Significant level	0.0001	0.0001	0.0001	0.0001	0.0001

Table 5: Descriptive statistics for the variables of organizational functions and processes within the organization and developmental and organizational change

Variables	Mean	SD (%)	Elongation
Organizational functions	3.00	45	-0.350
Processes within the organization	2.98	42	-0.260
Developmental and organizational change	3.10	43	-0.101

It should be noted that reliability of tools are also calculated using Cronbach's alpha and Cronbach's alpha coefficients obtained indicate the number 72% this indicates acceptable reliability of the questionnaire Table 4.

First question (how much is the organizational health of Seyyed-al-Shohada hospital?): Employees, each three organizational health including organizational duties dimension with mean 3.00 and standard deviation of 45% and elongation of -35%, inter-organizational processes dimension with 2.98 mean and standard deviation of 42% and the elongation of -26% and then growth and organizational change with 3.10 mean and standard deviation of 43% and elongation of -10% were assessed as moderate Table 5.

Second question (what is the most organizational citizenship behavior of employees?): Reverence dimension with mean 3.94 is dominating behavior and conscientious dimension with mean 3.02 shows the lowest organizational citizenship behavior. Based on the degree of freedom of 4 and 149 there is a significant difference between 5-fold dimensions of.

Third question (do male and female employees' organizational citizenship behavior significant predictor of their perception of the organization's health?): Dimensions of altruism, virtue, respect of women citizenship behavior with regression coefficients, 25, 21 and 20%, respectively were positive and significant predictors of organizational tasks. In addition, the dimensions of virtue and altruism of citizenship behavior with regression coefficients, 32, 23%,

respectively were also positive and significant predictors of intra-organizational processes and also dimensions of conscientiousness, altruism and virtue of women citizenship behavior with regression coefficients, 34, 22, 22%, respectively were positive and significant predictors of developmental and organizational change.

From the perspective of male employees, virtue, respect, altruism of citizenship behavior with regression coefficients, 32, 30, 23%, respectively were positive and significant predictor of organizational functions as well as virtue, altruism, conscientious and respect of men citizenship behavior with regression coefficients, 45, 29, 27, 25%, respectively were positive and significant predictor of internal processes. The dimensions of altruism, virtue and conscientious of citizenship behavior of men employees with regression coefficients, 34, 33, 30% were positive and significant predictor of developmental and organizational change.

Fourth question (do the dimensions of organizational citizenship behavior with different degrees significant predictor of their perception of the organization's health?): From the perspective of diploma and low literate staff, there is no significant relationship between organizational citizenship behavior and organizational tasks and altruism of citizenship behavior with regression coefficient 0.34 is significant and positive predictor of internal processes and altruism of citizenship behavior with regression coefficient 0.35 is significant and positive predictor of developmental and organizational change.

From the perspective of upper diploma and BA staff respect and virtue dimensions with regression coefficients 0.37 and 0.21, respectively are significant and positive predictor of organizational functions and also virtue and respect with regression coefficients 0.34 and 0.31, respectively are significant and positive predictor of internal processes. In addition, conscientiousness and virtue of citizenship behavior with regression coefficients 0.29, 0.25 and 0.22, respectively are significant and positive predictor of developmental and organizational change.

From the perspective of MA and upper staff virtue, altruism and conscientiousness of citizenship behavior with regression coefficients 0.44, 0.37 and 0.28, respectively are significant and positive predictor of organizational functions and also virtue, altruism and conscientiousness of citizenship behavior with regression coefficients 0.48, 0.35 and 0.33, respectively are significant and positive predictor of internal processes. In addition, conscientiousness, altruism and chivalry with regression coefficients 0.51, 0.44 and 0.33, respectively are significant and positive predictor of developmental and organizational change.

Fifth question (do organizational citizenship behavior of employees with different backgrounds is a significant predictor of their perception of organizational health?):

From the perspective of employees with a history of less than ten years, virtue, respect dimension of citizenship behavior with regression coefficients 0.25, 0.31, respectively are significant and positive predictors of organizational functions and virtue, respect, conscientiousness and altruism with regression coefficients 0.48, 0.31, 0.29 and 0.25, respectively are significant and positive predictor of internal processes. Also, conscientiousness and virtue dimensions with regression coefficients 0.40, 0.33, respectively are significant and positive predictor of developmental and organizational change.

From the perspective of employees with a history of 10-20 years, chivalry, respect, altruism and conscientiousness dimensions with regression coefficients 0.35, 0.34, 0.29 and 0.24, respectively are significant and positive predictor of organizational functions and altruism, virtue, chivalry and respect dimensions with regression coefficients 0.33, 0.26, 0.22 and 0.20, respectively are significant and positive predictor of internal processes. Also, altruism, chivalry and conscientiousness dimensions with regression coefficients 0.41, 0.30 and 0.24, respectively are significant and positive predictor of developmental and organizational change.

From the perspective of employees with a history of >20 years, virtue dimension of citizenship behavior with regression coefficient 0.32 is significant and positive predictor and respect dimension with regression coefficient 0.42 is significant and negative predictor of organizational functions and virtue dimension with regression coefficient 0.47 is significant and positive predictor of internal processes. In addition, virtue dimension with regression coefficient 0.38 is significant and positive predictor of developmental and organizational change.

DISCUSSION

The concept of organizational health allows us to have a big perspective of organizational health. In healthy organizations employees are committed and loyal, high morale and performance, communication channels are open and effective and healthy organization is where people like to come to work and they are proud of the work.

Surveying the health status of Urmia Seyyed-al-Shohada hospital it was discovered that: Perceptions about health of the organization are moderate. The staff has estimated

three health organization dimensions average. It is consistent with consideration by Miles, Mansouri and Alimoradi but contrasts with the results by Khodaie and Zaki. They believed that health of the organizations studied is located on the upper level. Miles suggests that organizations are not necessarily healthy or unhealthy but are at an intermediate level. The findings of this study can be justified by saying that the organization is likely to have an effective communication system is at an intermediate level and managers in the organizational affairs, only partially benefit the opinions and contributions of others.

Surveying the predominant employee organizational citizenship behavior it was concluded that: Respect dimension with mean 3.94 is dominant behavior and conscientiousness dimension with mean average 3.02 is the lowest organizational citizenship behavior. The result is consistent with Kim (2006) and in contrast with Hoveyda and Naderi. This dissimilarity may be due to differences in population, organizational culture and job-related duties.

Surveying the role of male and female organizational citizenship behavior in predicting their perception indicated that

Organizational functions dimension: The results showed that virtue, altruism and respect from the views of female employees and virtue, respect and altruism from the views of male employees is significant predictor of health of the organization. This result is consistent with Robbins and Wong because they believed in psychological differences between men and women in their perception from workplace.

Internal processes dimension: Surveying the predictors of this dimensions of results showed that from perspective of females, virtue, altruism, respect and conscientiousness and from perspective of males, conscientiousness and altruism are significant predictor of internal processes. This finding is consistent with (Fine, 2006) research because he believed in differences between perception of males and females and found that women and men attracted messages and looking through their own cognitive filters.

Developmental and organizational change: Women considered conscientiousness and altruism the significant predictor of positive developmental and organizational change and men considered virtue, conscientiousness and altruism the significant positive predictor of organizational health.

In interpreting these results, it can be said that increasing levels of intimacy, empathy and compassion in terms of personnel increase the organization's ability to adapt to environmental changes and innovation in organizations.

Surveying the role of organizational citizenship behavior of staff with different degrees in predicting their perception from organizational health indicated that

Organizational functions dimension: From the perspective of undergraduate and diploma staff none of the dimensions, upper diploma and BA, respect and virtue and MA and upper staff virtue, altruism and conscientiousness are of organizational citizenship behaviors as significant positive predictor of organizational functions dimension. Generally, differences in the perception of people with different degrees are consistent with (Fine, 2006) study.

Internal processes dimension: Results indicate that from the perspective of diploma staff altruism dimension, upper diploma and BA respect and virtue and MA and upper staff virtue, altruism and conscientiousness are of organizational citizenship behaviors as significant positive predictor of organizational processes dimension. It means that increasing or decreasing each of the dimensions mentioned increase or decrease the quality of internal status of organization to maintain and keep staff and entity of organization. Generally, differences in the perception of people with different degrees are consistent with (Fine, 2006) study.

Developmental and organizational change: Results also indicate that from the perspective of diploma staff altruism dimension, upper diploma and BA respect, conscientiousness and virtue and MA and upper staff chivalry, altruism and conscientiousness are of organizational citizenship behaviors as significant positive predictor of developmental and organizational change dimension. It means that increasing or decreasing each of the dimensions mentioned increase or decrease the organization's ability to adapt to environmental changes and innovation in organizations. This result is consistent with Jaworowski study.

On the other hand, upper diploma and BA staff considered respect as the most powerful predictor of developmental and organizational change. Because most of these employees worked at central level they have better relationships with high level managers. They concluded that considering the views of managers and respect the views and opinions of the managers have significant roles in improving their capabilities and enhance intellectual growth of managers.

Surveying the role of organizational citizenship behavior of staff with different experiences in predicting their perception of organizational health showed that

Organizational functions dimension: From the perspective of low experienced staff (<10 years) virtue and respect dimension, medium experienced staff (between 10 -20 years) chivalry, respect, altruism and duty and high experienced staff (>20 years) altruism, chivalry and duty are significant positive predictor of organizational function dimension. This result is consistent with Jones study.

This result indicates that from the perspective of low experienced staff increasing or decreasing each of respect and virtue dimensions are effective in increasing and decreasing effective communication and participative management. It means that respecting the views and opinions of higher-level managers, colleagues and supervisors behaviors include defending the organization against threats, participation in gaining a good reputation for the organization (Podsakoff *et al.*, 2000) can lead to increased beneficial relationships and enhance participative management in the organization.

In this regard, Jones believes that the younger generation that is the majority of low experienced people are looking for competition, creating a culture of trust and respect, flexibility, healthy relationships and balanced and specific objectives (Robbins and Judge, 2010).

Internal processes dimension: From the perspective of low experienced staff virtue, respect and conscientiousness dimension; medium experienced staff chivalry, virtue, altruism and respect and high experienced staff virtue dimension are significant positive predictor of internal processes dimension.

Any employee with a job history has the belief that in order to keep his position should not be incompatible (Podsakoff *et al.*, 2000). In this regard, Allister states that each employee in the organization with trading-off effect of each behavior on his own interests select and present behavior (McAlister, 1991).

Developmental and organizational change: From the perspective of low experienced staff virtue and conscientiousness dimension; medium experienced staff chivalry, conscientiousness and altruism and high experienced staff virtue dimension are significant positive predictor of developmental and organizational change dimension.

Differences in how people behave according to their individual and organizational characteristics differ. In interpreting these results it can be said because low experienced people are mostly young people are trying to provide context and situations of a favorable life. These

people are more seeking behaviors that influence the decisions of managers for promoting or rewarding.

CONCLUSION

Among women and men, duty, altruism and civic virtue behavior with almost identical regression coefficients were significant and positive predictors of growth and organizational change.

SUGGESTIONS

Given that health of the organization was assessed in the middle range, main and effective steps to achieve organizational health compliance and promoting it is explaining mission clearly and prospects for its employees through which the staff understand duties and responsibilities and take step in that direction. Another way is appropriate classes and workshops for employees and managers taking advantage of the presence of experts in the field of concept and principles and importance of health care organization and organizational citizenship behavior.

Given that dominate organizational citizenship behavior is respect, to encourage staff and continuation of the behavior, managers can use these components along with other components in employee's annual performance appraisal forms.

Since, the lowest rate of organizational citizenship behavior is conscientiousness, managers should make regular question and answer sessions in order to identify problems and deficiencies and provide a framework for tracking and resolving problems take action as soon as possible in priority order to provide background for emergence of more and more areas of citizenship behaviors such as conscientiousness and consequently improvement of health of the organization.

Managers should annually review the status of health of organizations to identify and eliminate weaknesses and improve and strengthen the positive points.

REFERENCES

- Fine, T.S., 2006. Generations feminist beliefs and abortion rights supports. *J. Int. Women's Stud.*, 7: 4-25.
- Graham, J.W., 1991. An essay on organizational citizenship behavior. *Employee Responsibilities Rights J.*, 4: 249-270.
- Hodson, R., 2002. Management citizenship behavior and its consequences. *Work Occupations*, 29: 64-96.
- Kim, S., 2006. Public service motivation and organizational citizenship behavior in Korea. *Int. J. Manpower*, 28: 722-814.

- LeBlanc, G., 1992. Factors affecting customer evaluation of service quality in travel agencies: An investigation of customer perceptions. *J. Travel Res.*, 30: 10-16.
- McAlister, D., 1991. Regrinding organizational citizenship behavior research. *Acad. Manage.*, 12: 1-9.
- Nyhan, RC. and H.A. Marlowe, 1993. Organizational Effectiveness Enhancement Under Total Quality Management (TQM) in a Non-Manufacturing. In: *Productivity and Quality Management Frontiers*. Sumanth, D.J., R. Poupart, D.S. Sink and G.A. Norcross (Eds.). Industrial Engineering and Management Press, USA., pp: 294-303.
- Organ, D.W., 1988. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books, Lexington, MA., ISBN-13: 9780669117882, Pages: 132.
- Podsakoff, P.M., S.B. MacKenzie, J.B. Paine and D.G. Bachrach, 2000. Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *J. Manage.*, 26: 513-563.
- Robbins, S.P. and T.A. Judge, 2010. *Organizational Behavior*. 14th Edn., Prentice Hall, Upper Saddle River, NJ., USA., ISBN-13: 9780136124016, Pages: 686.