

The study of relationship between job satisfaction with organizational citizenship behavior among employees of Saderat banks South Khorasan province

Elaheh Bani Asadi¹, Tooraj Sadeghi^{*2}

1 MA Student, Islamic Azad University

2Department of Business Management, Neyshabur Branch, Islamic Azad University, Neyshabur, Iran.

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Abstract

The object of study is research relationship between job satisfaction and organizational citizenship behavior among employees of Saderat banks of South Khorasan province. The research method is descriptive. research Statistical society was included all employees of Saderat banks of South Khorasan province that were 320 individuals that with use of random sampling method, it is available and according to Morgan table, 175 individuals is selected as sample. To collect the data, the two standard questionnaires to measure job satisfaction and organizational citizenship behavior questionnaire was used. Descriptive statistical methods such as mean, percentage, frequency and inferential statistics such as Pearson correlation coefficient, independent t tests, standard deviation and multiple regression, as well as Spss software version 19 was used to analyze the data collected. Research findings showed that there is a significant relation between job satisfaction and organizational citizenship behavior employees of Saderat banks of South Khorasan province is in a partly favorable level. Findings of independent t tests are showed that sexuality has effect to job satisfaction employees of Saderat banks of South Khorasan province and women employees have more satisfaction than men employees. Also Pearson correlation test is showed that between five dimensions of organizational citizenship behavior, conscience job, respect and magnification and virtue citizenship components have a significant relation to job satisfaction employees of Saderat banks of South Khorasan province. But two components of humanism and magnanimity do not have significant relation to job satisfaction of employees. So result of the regression is showed that between the five dimensions of job satisfaction alone legal and coworkers components has the ability to predict organizational citizenship behavior employees of Saderat banks of South Khorasan province. Finally, the described limitations of the study, according to the literature and the results of the study and suggestions and ways to improve job satisfaction and organizational citizenship behavior in the bank were provided.

Keywords: job satisfaction, organizational citizenship behavior, aspects of job satisfaction, organizational citizenship behavior..

Introduction

Nowadays banks of each country have need to competition like other global organizations to other organizations whether in inward or abroad of country until they could remain in trade and work environment. Therefore they should were better than self-competitors in abases and have been advantages than them till customers have convinced toward self. In other words, they have no alternative except they have been organizational citizenship behavior and job satisfaction features. (Bush and Glover, 2012, quoted by Sammie and Bagherzadeh, 2011).

So it is clear that banks with large amounts of human resources for continuation of the social, economic life and so competition power with other similar organizations, need that human resource development are placed in first self-activities. Principal competitiveness of banks with together and, as well as, international and globalization trade increases the importance of the issue. Departments of banks are center communication with different races of society so it is expected that development competency of employees have significance effect in various bases such as enjoyment of attributes and organizational citizenship behavior properties and so job satisfaction of employees that have provided (Saedpanh, 2012).

In this basis study of individual's behavior in work environments was attended to management sciences thinkers of very ago years and with appearance organizational behavior field in first years of 1960 decade, in this basis more action was performed. Most of studies was tried in break down of

behaviors and cause of occurrence them.

Issues such as: perception, motivation, job attitudes, organizational commitment, etc., including cases where is studied most of the roots of human behaviors in work environment.

But the argument that is considered in two recent decades in addition to Behaviorists also has attracted attention of psychologists and sociologists the behavior of organizational commitment and consequently organizational citizenship behavior is called (Yousefi, 2009).

Whereas human power efficiency is not predictable always in basis of economic computation, numerous factors is effective in this theme that is risen of superhuman needs in social dimensions, respect and finding self, therefore in this study, to two original necessity of human agent is considered that nowadays it is enumerated as to principal problems that is regarded to behavior sciences thinkers and management among the main issues of interest to scholars of behavioral science and management is the job satisfaction and organizational citizenship behavior is investigated.

The term of job satisfaction refers to the total attitude of the person on the job. A person who is at a high level of job satisfaction to his work has a positive attitude, but one who is unhappy with his job, his attitude is negative. Overall job satisfaction causes an increase in productivity, the person committed to the organization, physical and mental health of person is guaranteed, morale person is increased, and lead to satisfaction of life and new skills job quickly trained. Also the

* Correspondent Author : Tooraj Sadeghi (elaheh.baniasadi1368@gmail.com)

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lack of job satisfaction is reduced staff morale that low morale in the work is very undesirable (Nourbakhsh, 2008).

The second attitude is important in organizational behavior and continuously is attracted attention scientists and interns of management, is organizational citizenship behavior. So in the last decade it is allocated an important role in organizational behavior researches. Employment of active and interested in work and preservation of their morale in full use of their abilities lead to development of organization because satisfactory effort lead to more commitment and more continuum and increase of efficiency and human power and finally lead to gradation level of life and development of society.

Now the situation is such that have happy and full of energy employees and creative or human capital is considered the most important organizational resources (Fattahi, 2011).

In this base various researches was performed with research variables that somehow is emphasized to the importance of topic among this internal and external researches on the subject include, Babie (2012), Farhangi and Ruzban (2011), Vahidian, Rezazadeh (2011) Tavakoli (2011), Hosni Kakhki and Gholipour (2009), Hoveyda and Naderi (2012), Salehpour (2006), Mynhoychayn (2011), Steve and Richard (2010), Martynruyz (2010), Cho (2009), Luster and coworkers (2008), Batmnvavergan (2007), Organ and Ryan (2006), Hussein Pursultany Zarandi (2008), Zartoshtiyani and colleagues (2008), Dehghanian (2008), Dehghan (2012), Farghat (2011), Seyed Amery (2010), Moradi Chalshty and colleagues (2010), Baghdarnya (2009), Khan Mohammadi Otaghsara and Mohseni (2009), Ghahreman Tabrizi (2008), Kazemi, Jafari (2008), AmiR Kabiri and colleagues (2006), Allen and Meyer (2012), Alpari (2011), Buglar and Sumoch (2011), Bulitu and Turneli (2010), Casper (2010), Wood (2010), Pulytys (2009), Beryant (2009), Yu et al. (2008) and Wood (2008), Wayne (2008) Sylvang et al (2008), Singh (2008), Dono Koulouris (2007), ion and region (2012), Crawford (2005).

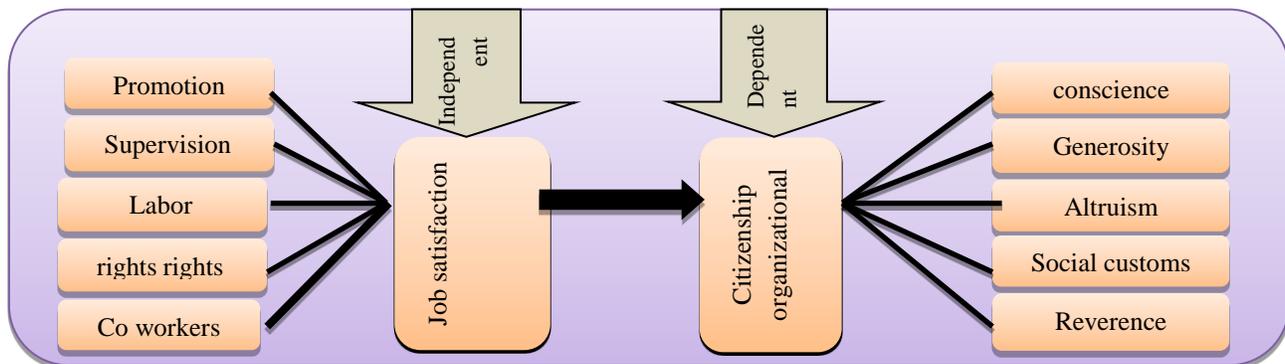
With attention to this significant problem and this subject that researchers are knew job satisfaction as one of significant factors and effective to organizational citizenship behavior, researcher is opposed to this problem that whether between job satisfaction and organizational citizenship behavior among employees of banks, Saderat of South Khorasan province there is a relationship? In fact, since it indicates that job satisfaction is a function of behavior that can increase the efficiency of organization, this study sought to examine the relationship between job satisfactions to organizational citizenship behavior of employee's respective banks.

The main hypothesis

There is a relation between job satisfaction and organizational citizenship behavior Saderat banks of South Khorasan province.

Secondary hypotheses

1. Employees Saderat banks of South Khorasan province in terms of job satisfaction are in a good condition.
2. Employees Saderat banks of South Khorasan province of OCB view are in a good condition.
3. Between job satisfactions of employees Saderat banks in South Khorasan province in terms of gender, there is difference.
4. Between each of the components of job satisfaction (promotion, supervision, labor, right and et al) with organizational citizenship behavior employees South Khorasan Saderat banks, there is relation.
5. Between job satisfaction and organizational citizenship behavior components (conscience, generosity, altruism, civic virtue and respect and reverence) employees Saderat banks of South Khorasan, there is relation.
6. Components of job satisfaction (promotion, supervision, labor, rights and et al) are predictor of organizational citizenship behavior of employees Saderat banks in South Khorasan province.



Conceptual model

Research Methodology

Method of now research is based on practical object and in terms of data collection method is descriptive and of correlation kind. The statistical society this study is consisted of all employees (men and women) Saderat Banks South Khorasan province, which according to statistics provided their number is equal to 320. The number of the sample and the sample size was 175 calculated by Morgan table. Also In order to sampling after the estimation sample size was used of available random

sampling method. The instruments first used in this study, is questionnaire of evaluation employee job satisfaction. To assess job satisfaction of employees, job satisfaction questionnaire (JDI) by Vicky and chrome and based on the job description index has been developed and standardized, was used. The mentioned instrument is included to 39 question and 5 components of job satisfaction. Almost all studies showed satisfactory reliability and validity of the questionnaire. Respond to this questionnaire is a five-point scale. The second instrument

used in now study is citizenship behavior standard questionnaire of Padsakof and coworkers (1990) that in base of studies and relevant dimensions to civic behavior and organizational citizenship is designed by authors that thereafter Samoch and Run (200) are matched it for application in offices. This questionnaire consisted of five dimension (altruism, work ethic, sportsmanship, civic virtue and decency) and is based on a five-item Liker-type spectrum (from strongly agree to strongly disagree) is set.

Alpha obtained from codified questionnaire have acceptable stability to measure job satisfaction and organizational citizenship behavior. Overall Alpha job satisfaction questioner is .94 that is indicative suitable stability of codified instrument.

Also obtained Cronbach's alpha for the scale OCB is .89 that is indicative suitable stability of codified instrument. In order to analyze study data, from descriptive statistics methods (mean, percentage and frequency) and inferential statistics methods such as T single sample, Pearson correlation test, t-independent and regression step by step were used. So In order to analyze the data from the instruments used in research Spss software version 19 was used.

Findings

In order to respond to the main hypothesis research of Pearson's correlation coefficient was used. The results are listed below.

Table1. Pearson correlation coefficients job with organizational citizenship behavior

result of test	Sig	organizational citizenship behavior	correlation
There is a significant relation	000.0	**0.61	Job satisfaction

The results of the table show that between the job satisfactions with OCB among employees generosity saderat banks of South Khorasan province, there is a significant relation. So as you can see, the correlation coefficient (r=0.61) level (p =0.01) is significant and positive in the direction of the relationship, namely whether the robust job satisfaction is the more, organizational citizenship behavior also increases.

in desirable level)) in The inferential analysis to determine the status of job satisfaction among employees of Saderat banks, South Khorasan province test «t unit variable" was used. «T» is calculated at 0.01 significantly than the critical value table was larger, therefore, could be stated mean of respondents views regarding the status of job satisfaction was significant statistically (Table 2).

The first finding of research

The hypothesis first was based on the ((Saderat Banks employees South Khorasan province of job satisfaction view are

Also according to the recommended range of businessman and colleagues (2007) can be stated that the average job satisfaction in employees of Saderat banks South Khorasan province is placed in a relatively favorable level

Table2. Views of responders on the job satisfaction of staff with an average range of five values (m = 3)

condition	Significance level	t	Error deviation	Standard deviation	average	variable
favorable	0.000	18.51	0.028	0.49	3.53	job satisfaction

The second finding of research

The hypothesis second was based on the "Saderat Banks employees of South Khorasan province of views organizational citizenship condition are in desirable "level.

table, therefore, could be stated mean of respondents opinions about the management of intellectual capital is significant statistically (Table 3). Also according to the recommended range of businessman and colleagues (2007) could be stated that organizational citizens behavior of Saderat banks South Khorasan is located in favorable level.

In inferential analysis for investigate of Saderat banks South Khorasan province was used of test «t unit variable". «T» is calculated at 0.01 is significantly larger than the critical value

Table 3. Comments of responders regarding the status of organizational citizens behavior of employees, with an average of five values (m = 3)

condition	Significance level	t	Error deviation	Standard deviation	Average	variable
Partly favorable	0.000	31.62	0.022	0.39	3.71	organizational citizens behavior

The third finding of reaserch

The hypothesis third was based on that between job satisfactions in employees Saderat banks of South Khorasan province in terms of sexuality, there is difference"

Table 4. Results of t-test independent for comparison of organizational citizenship behavior employees

Significance level	Value of t	freedom	Standard deviation	Average	Number of sample	sample
0.01	-2.45	311	9.42	109.56	117	man
			10.97	114.18	197	woman

For investigate this point that between the job satisfaction of women and men Saderat banks of South Khorasan province, there is significant different, independent t-test was used. With refer to the results of Table 4; we can see that gender has an impact on job satisfaction. As it is clear in the above table the result of independent t-test, score of the female employees (X=18.114) more than male employees (X=56.109), which

reflects the fact that female employees more than male employees have the components of job satisfaction.

The fourth finding of research

The fourth hypothesis was based on that, there is relation between the 'job satisfaction and organizational citizenship behavior components (consciousness, generosity, altruism, respect and honor and virtue of citizenship) Saderat banks South Khorasan employees. "

Table 5. Pearson correlation coefficient between job satisfaction and organizational citizenship behavior components

test result	Sig	Job satisfaction(r)	correlation
There has not significant relation	0.096	-0.115	altruism
There has significant relation	0.000	*0.16	consciousness
There has not significant relation	0.135	-0.103	generosity
There has significant relation ^a	0.000	**0.26	respect and honor
There has significant relation	0.000	**0.37	virtue of citizenship
There has significant relation	0.000	**0.44	organizational citizenship behavior

The results of the relationship between job satisfaction and organizational citizenship behavior and its components (altruism, consciousness, respect and honor and virtue of citizenship) in South Khorasan Saderat banks employees, showed a significant relationship between job satisfaction and organizational citizenship behavior and three component (consciousness, decency and virtue of citizenship) was. Based on the correlation table (5) we can see the job satisfaction with organizational citizenship behavior have a significant relationship with saderat banks employees' South Khorasan province. The relationship between the levels of 0.01 is 0.44 which indicates there is a significant relationship. Therefore there has a strong and direct relationship between job satisfaction and organizational citizenship behavior. So it is expected that increase job satisfaction is causing to increase of organizational citizenship behavior. Also according to the table above can be concluded that between job satisfaction and to the components of virtue citizenship and respect and reverence, There is significant the relationship, this relation in the level of

0.01 is significant, and the results of the corresponding table also indicates the relationship was positive and significant between job satisfaction with component of consciousness, which is significant at 0.05. But findings of correlation table the show that the components of altruism and generosity were not significant relation with job satisfaction. Generally and with respect to the data from the correlation table significant relationship with job satisfaction relation between job satisfaction and organizational citizenship behavior at the level of 0.01 is 0.44 that is indication of general significant and positive relationship between job satisfaction and organizational citizenship behavior.

The fifth finding of research

The sixth hypothesis was based on the "components of job satisfaction (promotion, supervision, labor, rights, and coworkers) are predictors of organizational citizenship behavior of Saderat banks in South Khorasan province's."

Table 6. Results of step by step regression method to predict the relationship between the components of job satisfaction and OCB

Significant level	t	R ²	R	standard	□	model
0.0001	16.82	0.17	0.41		87.76	fix
0.006	2.88			0.26	0.68	salary
0.02	2.34			0.22	0.61	gradation

To review and respond to the hypothesis that whether the components of job satisfaction are predictor of organizational citizenship behavior of Saderat banks South Khorasan province, the stepwise regression analysis was used. The results of Table 6, indicate which of the five dimensions of job satisfaction, only law dimension with the beta coefficient of 0.26 and upgrade dimension with beta coefficient 0.22 were predictor of organizational citizenship behavior Saderat banks in South Khorasan province, but, other aspects have not significant contribution in predict organizational citizenship behavior. In other words, in prediction of organizational citizenship behavior of employees, the proportion of aspects (supervision, labor, et al.) was very slight.

Discussion and Conclusions

to analyze the major hypothesis of research that "between job satisfaction and organizational citizenship among employees of Saderat banks, South Khorasan province, there is a significant relationship", Pearson correlation test was used indicating that the test results are indication of positive and significant relationship between job satisfaction with organizational citizenship behavior. As the data of Table 1 shows the correlation coefficient (r= 0.61) at (p =0.01) is significant. So results of hypothesis and the first question showed, that there was a significant and positive correlation between job satisfaction and organizational citizenship behavior and value this correlation is noticeable, therefore, the results of Pearson correlation test is emphasizing of first the hypothesis of the

study. Whether the job satisfaction is stronger, organizational citizenship behavior increases.

This finding is consistent with results of Organ and Kunusky (2005), Brown (2005), Batmn and Organ (2007), Organ and Lyngl (2009), Tang and Abraham (2011), Marfi and colleagues (2009), Kim (2010), Pudsakf and et al (2007), Miu and Kim (2009), Fut and Lypyngtang (2008). So this conclusion to results of Kim research (2006) that concluded in persons under self study between them job satisfaction and organizational citizenship behavior, there is no significant relationship and was not consistent.

Therefore in specify of this finding, in attention to results of now research could be concluded: existence of relation is showed that amount of employee's job satisfaction can be effective in coming or kind of organizational citizenship behavior.

In other words, the prevailing climate of job satisfaction is cause organizational citizenship behavior increases and the feeling of involvement and interest to work in people. When someone says he has high Job satisfaction, it means that he really loves his job, good feeling has about his job and for his job is valorized very much and it is logical that such a person show spontaneous behaviors, cooperative, supportive and beyond of the more formal functions and has more activity in achieve organization to its goals.

To analyze of first hypothesis of study that Employees of Saderat banks South Khorasan province are in the relatively favorable position of job satisfaction aspect, for determination of job satisfaction position Employees of Saderat banks South Khorasan province was used variables unit T test. Findings are showed that job satisfaction position in Employees of Saderat banks South Khorasan province is in the relatively favorable level. The data of Table 2 show that «t» is calculated at significance level 0.01 was larger than the critical value table so could be stated; mean of respondent's views regarding the status of job satisfaction was significant statistically.

Second hypothesis is that the "employees of Saderat banks South Khorasan province of organizational citizens behavior aspect, are in good condition," .in analyze this hypothesis to determine the OCB of variable unit t-test was used. The findings indicate that the situation of the organizational citizens' behavior of Saderat banks South Khorasan province was located in favorable level and this variable is significant. According to the data of Table (3) «t» is calculated at 01.0 significant was larger than the critical value table, so it could be stated, mean of respondents views regarding the status of organizational citizens behavior is significant statistically, and could be stated that if such property was improved between employees ; behaviors like prevention of tensions and work problems and so humanism and sacrifice in work environment and in connection with coworkers, acceptance of obverse, respect to employees beliefs and didn't force self-opinions to other persons, and finally improvement of job satisfaction and efficiency that is most characterize employees studied.

To analyze of third hypothesis of research that between job satisfaction in employees of Saderat banks South Khorasan province according of sexuality, there has significant different. In base of independent T test, it was paid to description of job satisfaction condition employees of Saderat banks South

Khorasan province, that results shows, sexuality have effect to job satisfaction of employees, in attention to data 4 table, could be understand that woman employees have job satisfaction components more than man employees and in result have more and higher satisfaction than man employees. As is clear from the table, the result of t-test, the female employees ($x=114.18$) more than male employees ($x=109.56$), which reflects the fact that female employees more than male employees have components of job satisfaction. This finding is consistent with studies: Babai (2012), Vahydyanrezazadeh (2011), Youssefian and khavari (2010), Joe (2009), and ARysun and Barybal (2007), Batmn and Organ (2007), Organ and Ryan (2006), Chrus (2009, but this finding with the result of researches Sadeghi and Fathi (2012) Khanmohamady (2011) who found gender has not effect of on job satisfaction of employees and between gender of job satisfaction, there is not a significant difference, is in consistent. In survey of these findings can be concluded; with attention to research literature and results of equivalent researches and Consistent with results of these findings, a high level of responsible behavior and sense of duty with good work ethic in female employees is caused to a sense of job satisfaction than their job. Could be stated if individual abilities of employees is identified, knowledge and their skills to detection of aptitudes and human effective employment in order capability and improvement of organizational citizenship behavior in reach to suitable efficiency of organizational citizenship behavior and utilization more of organization of human resources with period trainings is improved and thus to improve job satisfaction, which is the result of these operations, organizational citizenship behavior, and thus the capabilities and their performance will also increase.

The fourth finding of research

to analyze the fourth hypothesis of study was that "between job satisfaction with organizational citizenship behavior components (consciousness, generosity, altruism, respect and honor and virtue of citizenship) Saderat Banks employees south Khorasan province, there is relation, Pearson correlation test was used , the results indicate that there is significant relationship between job satisfaction with organizational citizenship behavior and its three components (consciousness, decency and virtue of citizenship). With refer to 5 table could be seen that between job satisfaction and respect and honor and virtue of citizenship , there is positive and significant relation in 0.01 level so findings correlation table is showed significant relation between job satisfaction and consciousness component is at 0.05 level. Also correlation coefficient results showed that the between job satisfaction to generosity and altruism component significant there is not a significant relation. The results of the study are consistent to studies of Hoveyda and Naderi (2012), Ramynmehr et al (2009), Steve and Richard (2010), Cho (2009), Lester et al (2008). In specify this finding and with attention to data correlation test could be concluded that employees have active participation and in self-work environment, more than commitments determined by organization, are behaved, employees in work site has not only attendance but have active participation and are provided better picture of services to customers in attention to citizenship behavior origin and job satisfaction and are informed of improvements and changes of

work site. Also behavior this persons is indication of propriety to as one of organizational citizenship behavior aspects, such that are respected to laws and scores of others and are participated with persons that may be impressed decision or their action and finally behavior this persons are indication of consciousness and is other one of organizational citizenship behavior such that they are presented to work site on time and before informed and prevented of rest and addition vacations requests and are used of time effectively for organizational effectiveness and in result preferment of quality work. And are followed of organizational laws and regulation even when person is not beholding of them.

To analyze fifth hypothesis research that "if the components of job satisfaction (promotion, supervision, labor rights, et al) predict organizational citizenship behavior of Saderat banks employees South Khorasan province of," Stepwise regression analysis was used. Results of regression analyzes to predict job satisfaction and organizational citizenship behavior of the job satisfaction components showed that the components of salary and promotion, respectively, as the most important predictor of OCB components, are considered and have significant share in the forecast, but Other factors had not significant share in predict organizational citizenship behavior. In other words, the prediction of organizational citizenship behavior Saderat banks in South Khorasan province, part of aspects (coworkers, labor and supervision) was very minimal. Results 6 tables are showed that between five aspects of job satisfaction, only law aspect with Beta coefficient of 0.26 and preferment to 0.22 Beta coefficient were predictor of organizational citizenship behavior of Saderat banks of south khorasan province.

This finding is consistent with studies: Babai (2012), Tabarsa et al (2010), as well as Steve and Richard (2010) but this finding is not consistent with research results Arlen (2009) that is attained to opposite result with this finding. In specify it could be stated if employees have be enough salary and have a job promote good and good level it is anticipated that have suitable organizational citizenship behavior and, participation in sessions and accommodated with difficulties and conflicts of environment., it is anticipated that the OCB are appropriate and relevant organizations to participate in events, meeting and adapting their hard work and their incompatibility. Also these employees in work environment are acted more than detected commitments by organization and help to self co workers in fulfillment their duties that it is clear sample of organizational citizenship behavior in work environment.

Conclusion

The results of this study indicate that between job satisfaction and organizational citizenship behavior in Saderat banks employees of South Khorasan province, there is significant relation. Findings also indicate the desired condition of employees Saderat banks of South Khorasan province in terms of job satisfaction. The results showed that the condition organizational citizenship behavior among employees is placed at a relatively favorable level and related theory is significant too.

Based on the findings of this study should be stated, that OCB has different characteristics, which mainly includes: voluntary, none predict the job description, no formal reward for

it, and no punishment if you do not do it. OCB requires the predictor variables that provide the context for the occurrence of this behavior. One of the main predictor variables is; Job satisfaction is. After that context is occurred for occurrence of organizational citizenship behavior, surely existence of this behaviors in organization will follow behaviors that the most important of them, increase of productivity, performance and effectiveness, and promote positive relationships between staff, greater efficiency in resources allocation, reduction maintenance costs, provide flexibility for innovation, service improvement and effective use of resources are scarce. Accordingly, banks Saderat of South Khorasan province, that are economic institutions and service, and in the country's economic system, To measure and improve employee satisfaction in the form of integrated and operational plans for all branches under its definition and its goals and to increase and eventually, OCB effort to promote himself, because in economic organizations, especially banks, staff have excellent position and a very important role in improving the economic objectives and represents the economic entity's performance is effectiveness and Attitudes and behaviors of them in service quality and improve attraction of customers and so competitive power is more effective and Saderat Banks of South Khorasan province in dedication to this important matter that same the attention to job satisfaction and the teachers' organizational citizenship behavior is not exempt And, no doubt, to achieve to its long-term vision and goals requires employees who acted beyond the requirements set by the organization And has been active participation in events and their economic and social processes.

Resources

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