IDENTIFICATION AND RANKING OF THE FACTORS AFFECTING THE DEVELOPMENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

A CASE STUDY OF NATIONAL IRANIAN OIL PRODUCTS DISTRIBUTION (NIOPDC), TEHRAN, IRAN

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Abstract

Nowadays organizations are trying to make their own way of development much easier through identification and utilization of resources optimally. Recent studies show that creating organizational citizenship behavior (OCB) among employees, results in increased utilization of other organizational factors. This behavior improves the effectiveness and efficiency of the organization with characteristics such as assuming duties and additional responsibilities, regulatory compliance, maintaining and developing a positive attitude, patience and problems tolerance and generally presentation of voluntary behavior. Meanwhile the "OCB" has relative effect on reducing the negative impact of employees' subcultures, repairing the gap between demands of employees and organization and their mental or behavioral effects. Accordingly, to identify the factors affecting the development of this behavior is the focus of this study. This

approach with particularly applied approach in a descriptive way, tries to identify and to study the factors affecting the development of organizational citizenship behavior among employees of the NIOPDC, Tehran, Iran and to offer related solutions. The required data were collected in the form of questionnaires from 228 subjects and analyzed by descriptive and inferential statistics techniques. The analysis revealed the presence of three categories: individual, organizational and management that are its sub-components, in the formation and establishment of organizational citizenship behavior in society studied.

Keywords: OCB, individual factors, management factors, organizational factors, human resource

INTRODUCTION

Limitations on resources, the environment and competitive conditions, transformed productivity into one of the main concerns of managers of organizations in present era. Indeed, the majority of the resources of each organization are human resources, financial, technical resources that human resources determine the status of other resources (because human resource can use other resources by its capabilities and planning) (Yaghubi, 2010, p. 66).

On the other hand, given the diversity of aims and motives of individuals, there will be often a gap between the demands of the employees and managers (Chavoshi, 2007).This gap leads to management decisions away from the working conditions of employees and consequently the implementation problems (Tellis, GJ, et.al, 2009, P23).Of mental results of this condition are resistance in implementing the decisions, hardiness, uncertainty toward management and ultimately creating a climate of distrust. Consequently, the behavioral effects such as rumors, conflict, political action, and under activity, can waste high energy of organization and increase costs that has no result but decreasing productivity in the organization (Chavoshi, 2007).

The presence of subcultures such as individualism, desire for immediate progress, and fatalism, are also important factors in the formation or intensification of inappropriate behavior in the organization (Chang, SC & Lee, MS, 2007, P175). In these circumstances, the use of capable, diligent, committed human resources, adorned with good character and good behavior is considered as a unique advantage for any organization because of these people performance, the results seek enhanced productivity.

In this situation, human resources are introduced as the main assets of organization and in the following, employees become the main drivers of the business as well as partners on organization. Therefore, organizations require having employees with appropriate vocational and ethical characteristics (Roy. YJ& Sheena. SL, 2005, P41).As a result, the presence of are

admirable traits such as dedication, philanthropy, fairness, and work ethics are considered as a competitive advantage for employees according to the intensity of competition between organizations, that makes the good behavior in the organization and provides enhanced productivity. Accordingly, the development of concepts such as organizational citizenship behavior can be one of the causes of good behavior and the organization's success in achieving higher productivity.

The results of different studies indicate that there is a relative effect of "organizational citizenship behavior" on reduction the effects of these factors (is of positive factors influencing the situation) (Tumipseed & et.al, 2000, P214). Additionally, the increasing global competitiveness of the day and the tendency to use the concepts of innovation, flexibility and responsiveness to external conditions, increase the importance of utilizing organizational citizenship behavior (Yaghubi, 2010).Because providing physical resources is possible with spending expenditure, but issues such as commitment, loyalty and trust in this case cannot be absorbed (Zareii et.al, 2006, P3).

OCB is one of fundamental issues in the field of organizational behavior, which tries to to take useful steps by providing specific strategies to increase attributes such as organizational commitment, performance improvement, customer satisfaction, customer loyalty, job satisfaction. In fact, in the human value system that constitutes proper and reliable relations between people, the opportunity is given to organization and its members to do their best to achieve their goals. Accordingly, the attention to the citizens is increasing and their importance is understood as a very important source of organization. In other words, their behavior can be considered very important, so that today, many researchers have analyzed citizenship behavior in the organization.

A good corporate citizen is an idea and includes various behaviors of employees such as reception and assuming the duties and additional responsibilities, adherence to the rules and procedures of the organization, to maintain and to develop a positive attitude, patience and tolerance of dissatisfaction and problems at work (Yaghubi, 2010, p. 66). Batman and Organ (1983) used the term "organizational citizenship behavior" for the first time and believe it as performance of some employees in order to improve productivity and solidarity and cohesion in the workplace that transcend organizational requirements (Hodson, 2006, p70). The development of this concept is derived from the writings of Barnard in 1938 (Tabarsa and others, 2010). There are many definitions of citizenship behavior. Appelbaum defines organizational citizenship behavior as a set of voluntary behavior that are not part of the person's official duties, however, it will be done by him and results in improving functions and roles in the organization effectively (Appelbaum, 2004, p19).

Also, Organ, Podsakoff, Mackenzie define organizational citizenship behavior as individual and voluntary behaviors that improve the effectiveness and efficiency of organizational performance, but is not rewarded directly by the official systems of the organization (Hall, 2009, p382). The person has behaviors beyond his roles and official duties with obligations he feels toward his norms (organizational citizenship behavior). These behaviors are formed without expecting organizational rewards (Taghavi, 2010, p. 119).

Generally citizenship behavior is a valuable and useful behavior that people express it voluntary and optional. In other words, the structure of organizational citizenship behavior seeks to identify, manage and evaluate the ultra-functional behavior of employees at work and as results of these behaviors; the organizational efficiency is improved (Bienstock& et al., 2003).

The importance and status of organizational citizenship behavior among organizational issues and its undeniable impact on the improvement of employee performance and ultimately success of organization, considering it has become essential. Meantime, the major challenges in the use and application of this concept in the organization are conditions and particular characteristics of each organization that is influenced by different factors such as goals, technology, and the environment. In fact, the identification of components and factors influencing the formation of OCB in organization is the first and most important step in the utilization of these features. By studying the research done in this field, this is what comes to mind that what are the factors and areas for employees to develop citizenship behavior, taking into account the above features, help organization to achieve objectives. In this regard, this study will attempt to analyze these factors. NIOPDC (Tehran), due to its specific conditions always needs the obligations of the individual and the vocational obligations by its employees (especially in the processes that it results are associated with national development). Accordingly, attention to concepts such as organizational citizenship behavior in addition to facilitating the achievement of organizational goals is underlying productivity enhancing of employees.

To this purpose, first it was tried to explain the importance of organizational citizenship behavior in mentioned organization. Then by studying effective factors on OCB, components with higher and more direct influence are identified and prioritized, so that the context of achieving organizational citizenship behavior in the NIOPDC (Tehran) is provided. Finally, based on the findings of the parameters affecting the formation of OCB, providing practical solutions for its deployment take into account. In a comprehensive study of the factors influencing the development of organizational citizenship behavior in three layers of individual, organizational and management as well as localization of these factors in NIOPDC (Tehran)is new and innovative aspect of it that has been neglected in previous studies. Therefore, in this

study, it is expected that this research covers the question "Which of the factors is considered as factor affecting the development of organizational citizenship behavior of employees in NIOPDC (Tehran, Iran)?".

LITERATURE REVIEW

Organizational Citizenship Behavior

The concept root of "organizational citizenship behavior", emerged for the first time in studies of Barnard (1938) (Tabarsa and others, 2010). Batman and Organ (1983)used this term for the first time. They defined this concept as part of employees' measures aimed at improving productivity, solidarity and cohesion in the work place. Measures that are beyond the requirements of the organization (Hodson, 2006, P 70). Initial research in this area, noted mostly the identification of responsibilities and behaviors of employees that almost always were measured incompletely in assessing job performance (or were not generally seen), but they are effective in improving organizational effectiveness (Bienstock et. al, 2003, P 360).

However, after the introduction of this concept by Organ and colleagues, many experts are applying the concepts like "ultra-functional behavior" (Van Diane, Cummings and Parkers, 1995), "helping organizational behavior " (Brief and Motovidlo, 1986, George and Benthausen, 1990, and Oriely & Chatman ,1986), "organizational spontaneous behavior" (George and Brief, 1992 George and Jones 1997), and "the field performance" (Borman and Motovidlo, 1993, Borman, White, and Dorsey, 1995, and Motovidlo & Van Isater, 1994), have clarified the issue during two decades (Podsakoff et al, 2000, 514). In summation of total research in the field of organizational citizenship behavior can be mainly classified in three types;

A) a group of research focused on predicting effective factors in creating OCB. In this context, factors such as job satisfaction, organizational commitment, organizational identity, organizational justice, trust, leadership types, the relationship between leaders and followers have been proposed as causes of organizational citizenship behavior (Mostabseri and Nejabi, 2008, Rezaei ,Kelidbari,Salimi,2008; Eslami, 2008).

B) On the other hand, some studies have focused on the consequences of organizational citizenship behavior, in this context, factors such as organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty and social capital have been raised (Eslami,2008).

C) Some research has been focused almost exclusively on the concept of organizational citizenship behavior and tried to have a new definition, to determine new dimensions and with the help of analysis method create standard scales for measuring this concept (Mostabseri &

Nejabi,2008, RezaiiKelidbari & Salimi,2008, Esami,2008).Some of the most important research in this field can be seen in the following table.

Table 1. Different theories of organizational citizenship behavior from experts point of view

Researcher	Definitions of interest	Year
Hason, George Rotten	Active social behaviors are positively associated with store sales performance.	1990
Padsakvf, MacKenzie and Fetter	Respect for others and the art of citizenship and performance are significantly associated with performance of managers. Loyalty and the spirit of cooperation and sales performance significantly associated with performance of managers.	1993
Snick and Hogan	Propriety and Art of Positive Organizational citizenship is positively linked to organizational flexibility. Spirit of cooperation of organizational citizenship behavior positively associated with relationships with customers and employee. Spirit of cooperation of organizational citizenship behavior positively associated with organizational performance.	1995
Padsakoff, MacKenzie	Assistive behavior and spirit of cooperation of organizational citizenship behavior are related positively to the quality of performance. OCB assistive behavior negatively associated with the percentage of returned goods.	1997
Organ	Social customs, the philanthropy, the work ethic, fairness and politeness	2006
Liviamarkoczy	A) the positive and activehelp B) avoidance of behaviors that hurtorganization and colleagues	2009
Fareh et al.	Social mores, philanthropy, work ethic, mutual personal interaction and coordination and resource protection	2004 and 2011
Netemeyer	Fairness, social mores, the work ethic, philanthropy	2011
Pvdsakvf	Helping and assistive behaviors, fairness, individual initiative, social mores, organizational commitment, personal development, self-satisfaction	2009 and 2011

Source: (Miri and others, 2012) and (O'connell, 2001, P272-28)

There are many definitions of citizenship behavior. In some, OCB has been mentioned as a voluntary behavior (which is not part of the person's official duties), which led to the effective improvement of duties and roles of organization (Appelbaum, 2004, P 19).OCB is a set of individual and voluntary behaviors to improve the effectiveness and efficiency of performance (but directly are not rewarded by the formal systems of organization) (Hall, 2009, P 382).

OCB demonstrate relevant voluntary work activities, are voluntary that are organized indirectly and implicitly through formal job descriptions and reward systems and ultimately improve the efficiency and effectiveness of the organization's tasks (Ali Mohammad quoting by ZareiiMatin et al., 2006). OCB is the behavior that implies cooperation and fundamental

movements that are not directly referred to in the definition of formal jobs (Korkmaz and Arpaci, 2009).

OCB refers to activities that the person is not asked to do them, but in general, are to protect and o benefit organization(Eric,2008). OCB is considered as informal helps that employees can accept or deny doing them regardless of sanctions and rewards (Lee Payne and Johnson, 2002). OCB is defined as conscious and voluntary actions by employees that increase the effective functioning of an organization separate from the goal of employee productivity (Zhang and Huang, 2008).

Employees who possess these qualities, show behaviors beyond the roles, responsibilities and job descriptions. The purpose of these behaviors is not to earn the reward of the organization and they try their best to improve the retention of the organization (Taghavi, 2010, p 119).Studies show that employees, who work beyond their duty and present OCB, have productivity and higher quality in work groups (Podsakoff, 1997, P 135). It is obvious that the citizenship behavior cannot be improved directly. In addition, these behaviors are due to the extraordinary efforts of the employees, to gain the expected success of the organization (Korkmaz & Arpacı, 2009, P.1). Generally, OCB can be considered to have the following features;

- There is a kind of behavior that is discretionary and is formed based on the individual will (an internal tendency and not an external force, leading to this behavior, i.e. they are self-conscious),
- There is a kind of behavior that goes beyond the official duties of employees in the organization (they are unforeseen in the job description and perhaps for this reason they are not rewarded by formal reward system of organization).
- However, these behavior lead to positive organizational climate and philanthropic efforts,
- There is a kind of behavior that does not seek rewards directly and is not officially recognized by the organization (its origin is interpersonal and will have internal rewards such as satisfaction and employee satisfaction, but encouraging these behaviors by organization will increase the possibility of these behaviors between employees).
- If employees do not perform these behaviors, organization will not punish them.
- These behaviors are performed to support organizational resources (material, human, financial).
- There is a kind of behavior that it is important that this behavior is repeated in the long term for enhancing the effectiveness and performance of the organization and the success of the operation (Castro et . al, 2004 , P 29) .

Using some of the citizenship behavior in organization in addition to make the field of organizational success (Lavelle. et.al, 2009, P342), can have the results such as increasing the productivity, liberalization of organizational resources reduction in the use of resources, to assist in the coordination of the internal and external activities, strengthening the ability of the organization to attract and keep employees, increasing the stability and strength of the organization's compliance with the environment (Podsakoff, 2000, P 543).

The results of studying literature review show the extent of the studies conducted by scientists in this field. There are approximately as thirty different types of theories about the citizenship behavior (Yung. Chou. S, 2011).However there is overlap between the theories but this reflects the diversity of approaches and attitudes to this subject (which is much more overlap between them).

In general, it can be said, the most important dimensions of OCB include fairness, philanthropy, work ethics, social etiquette and organizational propriety (Hadizadeh. M. A, & Tehrani. M, 2011, PP.9881). Among these dimensions, social mores, work ethics and philanthropy are as active and positive components. On the other hand, and the fairness and propriety are preventive components (avoiding damage to the organization). These dimensions are defined as follows;

- Social mores, is the behavior that shows respect to participation in social and organizational life,
- Philanthropy: is the help to colleagues in the performance of their duties,
- Work ethic is a behavior beyond the formal requirements of the workplace,
- Fairness: is the tendency of patience in the face of harassment, injustice and hardship that are inevitable in working environment, without the express herd or complaint,
- Propriety: Thinking and paying attention to effect of individual behavior and its impact on others (Markoczy & Xin, 2004, P3)

Factors affecting organizational citizenship behavior

A lot of empirical studies conducted in the field of organizational citizenship behavior to define and identify the factors that influence the formation and progression of organizational citizenship behavior in the organization. These studies investigated features and many variables in order to determine which variables can have the most influence on forming OCB. In this regard, many variables such as job satisfaction, personality characteristics, leadership style or behaviors, organizational commitment, transactional leader, perceived organization support, organizational culture, management control system, organizational equity, perception,

organizational structure have been identified. The examples of researches done in this field are shown in table 2.

Table 2.Some field studies on Corporate Citizenship Behavior

| Row	Affective characteristics	Researchers
1	Character	Organ (1990), organ (1994), organ and Lingel (1995), Pener and colleagues (1997).
2	Equity	Murman (1991), Aquino (1995), Skarlisky and Latham (1995), Farr, Early and Lin (1997), Shoper (1998), Hakermir (2005), Maureen Ambrose (2006), Stephen Robb (2007) and Alumba et al (2008).
3	Leadership	Dilouga (1995) Podsakoff Mackenzie and Bommer (1996), Liz and colleagues (2006).
4	Motivational theories	Kameri, and Bedihan,Zakur (1996), Tang and Ibrahim (1998) and Lillian Boand et al. (2008).
5	Organizational commitment	Powell et al. (2005), Dunlop and Lee (2004), Van Dick et al (2004), Jorman et al (2006), Donald Sichiet al (2008) and Aaron Cohen (2007).

Among the studies (national and international) conducted, The study by Tabarsa and IsmaeiliGivi brothers (2010) is one of the most important research) that studied the factors affecting the formation of the OCB with three focus factors of individual, management and organizational categorized by a comprehensive categorization (given previous studies).In this study, the factors affecting the citizenship behavior classified in the three following categories:

Individual factors including personal characteristics, job satisfaction and organizational commitment;

Management factors including transactional leadership, management control system and leadership style or behaviors;

Organizational factors including organizational culture, organizational equity, perceived organization support (Tabarsa et al., 1389, 104).

Given the comprehensiveness and breadth of the scope of this research study is to identify aspects that influence the formation of organizational citizenship behavior. In fact, the present study is to identify and prioritize local components and those with higher influence by recognizing factors influencing the formation of organizational citizenship behavior of NIOPDC (Tehran) employees (in order to provide context for achieving organizational citizenship behavior in studied society).

According to the model by Tabarsa and colleagues, it was tried to identify local dimensions influencing the formation of OCB in employees of NIOPDC (Tehran) based on this

model. In this case, the conceptual model of research was studied based on individual, management and organizational factors as follows.

Figure 1. Conceptual Model of Research
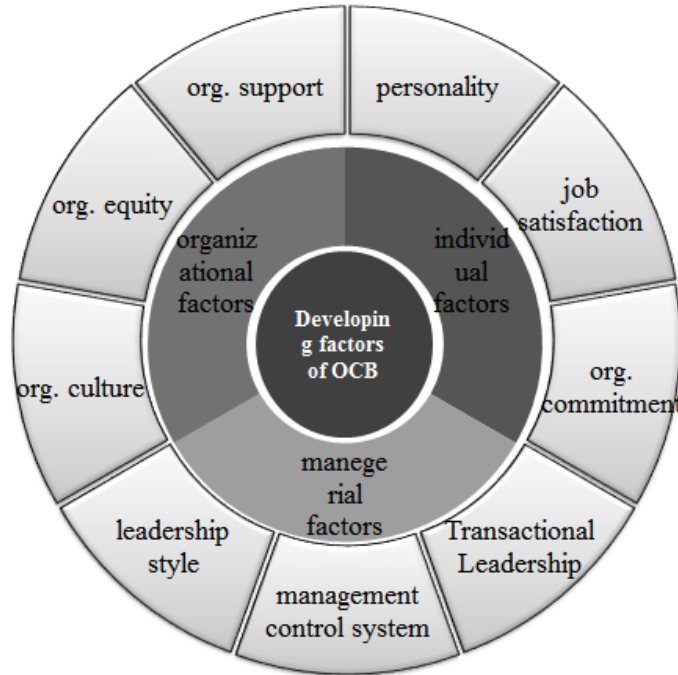
RESEARCH METHODOLOGY

This research is applicable based on objectives and descriptive-correlational based on method of data collection. The scope of the study is the National Iranian Oil Products Distribution (Tehran, Iran), which comprises 560 employees and experts of the company (with at least specialists or organizational position). A suitable sample for this study determined by formula to define sample size in finite population and based on the binomial formula that number of suitable and generable samples, for this population calculated as 228 and implemented by simple random sampling method respectively.

$$n = \frac{NZ\frac{a^2}{2}(1-p)}{(N-1)\varepsilon^2 + Z\frac{a^2}{2}p(1-p)} \qquad n = \frac{560 \times (1/96)^2 \times 0/5 \times (1-0/5)}{(0/05)^2 \times (560-1) + (1/96)^2 \times 0/5 \times (1-0/5)} = 228/0944$$

The main tool for data collection in this research is interview questionnaire that is based on a standard questionnaire of Organ (one of the most reliable studies to identify OCB) and questionnaire of factors influencing OCB was designed and distributed based on various

studies (Tabarsa et al model, Allen & Meyer questionnaire, Denilson model questionnaire, questionnaire of Rhodes et al.).In addition, to strengthen the validity and to localize applied tools, content validity was used (opinions of a limited number of managers and experts in the fields of research and a number of experts in organizational behavior and human resource).

In this study, to assess the reliability of questionnaire, Cronbach's alpha coefficient was used. Thus, this coefficient that was distributed randomly among the 30 members of populationwas0.8409, which indicated the validity and reliability of the research instrument. Finally, from a total questionnaire distributed, 213 questionnaires were returned completed by respondents and were validated. In fact, 93% of the questionnaires can be used. Also for inferential statistical analysis, parametric techniques including regression and factor analysis have been used.

ANALYSIS AND FINDINGS

In this study, statistical analysis and different tools are exploited to analyze data collected from sample population. To summarize the data and evaluate the research hypotheses and identify the relationship between variables, linear regression coefficient has been calculated, so that at last the effect of influential factors in the individual, management and organizational dimensions on organizational citizenship behavior has been studied in the form of the research. To investigate the hypothesis and to gain analytical results, the inferential analysis was used. In this part, In order to investigate hypotheses and evaluating the effect of influential factors on OCB in NIOPDC (Tehran) ,linear regression analysis and SPSS software were used(for significance test of linear regression coefficients and the intercept coefficient, t-test and Fisher's test were used).Linear regression equation and the correlation between each of the dependent variables (individual, management and organizational factors) and independent variables (organizational citizenship behavior) are presented in Table 3 to 5.

Table 3. The results of the first hypothesis analysis

(effect of individual factors on the development of OCB)

T_1	F		
5.25	48.53	Significant amounts	Consideration
0.001	0.000	P-Value	
$Y_1 = 0/219 + 0/407 X_1$		Regression equation	Personality characteristics. Job Satisfaction
67.7%		Coefficient of determination (changes)	Organizational Commitment

Table 4. The results of the second hypothesis analysis

(effect of management factors on the development of OCB)

T_1	F		
8.41	13.05	Significant amounts	Consideration
0.000	0.001	P-Value	
$Y_2 = 0/585 + 0/301X_1$		Regression equation	Transactional Leadership management control system leadership style or behavior
48.9%		Coefficient of determination (changes)	

Table 5. The results of the third hypothesis analysis

(the effect of organizational factors on the development of OCB)

T_1	F		
4.68	17.75	Significant amounts	Consideration
0.002	0.000	P-Value	
$Y_3 = 0/097 + 0/381X_1$		Regression equation	Organizational Culture Organizational equity Organizational support
31.4%		Coefficient of determination (changes)	

Since calculated P-Value is for each hypothesis smaller than α ,H₁ is approved with 99% confidence. By examining the P-Value of the F-test, significance of intercept coefficients in each equation of the regression is approved. To investigate the priority of factors influencing the development of organizational citizenship behavior between employees of NIOPDC (Tehran), coefficient of determination will be used. The following table shows the results (with respect to the values of determination coefficients) refers to prioritize and evaluate the importance of each dimension influencing on organizational citizenship behavior in the research population.

Table 6. Prioritization of factors influencing the OCB

Hypothesis	Variable	multiple determination coefficient (R^2)	% of changes	Ranking
First	Individual factors	67.7	67.7%	1
Second	Management factors	48.9	48.9%	2
Third	Organizational factors	31.4	31.4%	3

According to the ranking of "determination coefficients" of influencing factors on OCB between employees of NIOPDC (Tehran), it was found that individual factors have the greatest effect. Management and organizational factors are then respectively.

DISCUSSION AND CONCLUSIONS

This study aimed to answer the question "What factors influence the development of organizational citizenship behavior between employees of National Iranian Oil Products Distribution (Tehran, Iran)?". In this study the effects of three categories: individual, group and organizational development on organizational citizenship behaviors were examined in three hypotheses.

In the first hypothesis, the relationship between individual factors, including the three components of personality characteristics, job satisfaction, organizational commitment, on organizational citizenship behavior (the average of the five components of social mores, philanthropy, work ethic, fairness, propriety) were examined. The results show that directly 67.7% of change influence OCB factors. In fact, assuming independence of variables, regardless of size, only 32.3% of changes are not in the personal dimensions and it is affected by other organizational elements. In this regard , the proportion of "employed person" and "conditions of employment", "Job satisfaction" and "organizational commitment" are important facilitators of developing organizational citizenship behavior. These findings are consistent with results of previous research in this area (Batman and Organn, 1983; Fattahi, 2007; Brown, 1993; Nadim Jahangir et al. 2004).

In the second hypothesis, the relationship between the management factors including three components of transactional leadership, management control system, Leadership style or behavior and organizational citizenship behavior is investigated. The results show that directly 48.9% of changes in OCB influenced by three components of "Transactional leadership", "management control system", "management style or behavior" and 51.1% of changes are not in a form of management factors (assuming independence, it is also affected by other variables). Accordingly, we can say that the positive effect of management factors (Transactional leadership, management control system, management support system) on OCB confirms the results of previous research (Nadim Jahangir et al., 2004; Fattahi, 2007).

The third hypothesis is to investigate the relationship between organizational factors including the three components of the "organizational culture", "organizational equity" and "organizational support" and organizational citizenship behavior. Based on the results obtained directly 31.4% of changes in organizational citizenship behavior is influenced by three factors: "organizational culture", "organizational equity" and "organizational support". Based on the

results of the research question and hypotheses, it is inferred that if the mechanism exists through these three dimensions: individual, organizational and management for employees, OCB can be developed.

Accordingly, based on the results of the study, the following recommendations are offered for use: For better utilization of the results and findings of the research, it will be needed HR managers to participate in the development of human resources and to implement these concepts simultaneously. In fact, based on a different effects of these dimensions on the formation of the OCB, simultaneous implementation of field synergy and promotion of the benefits of implementing it (as well as the basis of the effect of this dimension program with a view to long-term, medium-term and short-term will be implemented). It should be noted that the use of one of these aspects independently, regardless of others (in human resource development programs), leads to the loss of expected results in the development of human resources and one-dimensional mobility.

Indeed, given the limited resources of the company and time we can have different strategies for the establishment of organizational citizenship behavior. Accordingly, and given more and more tangible effect of individual factors in shaping organizational citizenship behavior, considering the dimensions of organizational citizenship behavior in the short-term effects are more clear(but has shorter and cross-sectional effect).As a result of using management and organizational dimensions in medium and long term programs are taken into account. In addition to what was mentioned, some practical guidelines relating to the establishment and development of organizational citizenship behavior (human resource development) will be presented in the study as follows;

1. The establishment of conditions and tools necessary to make decisions for employees working in a range of activities,

2. Creating the conditions for changing direct control, of employees or indirect control,

3. Informing about the practice of employees and its relationship to organizational rewards,

4. Adaptation abilities and talents of people with the work condition,

5. Attention to meritocracy and trust employees,

6. Providing independence work condition for employees,

7. Transferring responsibility of direct work operations to employees,

8. Setting challenging, clear and inspiring goals,

9. The existence of open flow of information within the organization,

10. Doing team works,

11. Creating a balance between the technical characteristics and job description,

12. Supporting employees and strengthening their sense of self-esteem,

13. Providing skill training to employees,

14. The institutionalization of concepts in a form of organizational culture,

15. Maintaining procedural justice in management practices of organization.

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