

Full Length Research Paper

A comprehensive model for identifying factors impacting on development of organizational citizenship behavior

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Accepted 16 August, 2012

The purpose of this paper is formulating the comprehensive model for identify factors that have impact on development of organizational citizenship behaviour (OCB) in Iranian petrol national company. To achieve the purpose mentioned above, questionnaire survey method was used. In this research, impacts of five factors such as leadership, personality, structural, cultural and value factor on development of OCB were examined. Results indicate that OCB is high in units and their manager used transformational style, their employee have personality trait such as emotional stability, extraversion, openness, agreeableness and conscientiousness, also their organizational culture was process oriented, employee oriented, have an open system and loose control. Finally, findings in this research are shown that social capital and organizational justice enhance OCB in organizations.

Key words: Leadership factors, personality factors, structural factors, cultural factors, value factors.

INTRODUCTION

Organizational citizenship behavior (OCB) has been the focus of attention from organizational behaviour researchers (Podsakoff et al., 2000; Organ and Ryan, 1995; Organ, 1997; George and Battenhausen, 1990) since Organ (1988) proposed that organizational citizenship behaviour could influence individual and organization performance. The available empirical findings also support that these citizenship behaviours have a positive impact on enhancing organization performance (Podsakoff and MacKenzie, 1994; Krilowicz and Lowery, 1996; Podsakoff et al., 1997). So successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. Organizational citizenship behaviours describe actions in which employees are willing to go above and beyond their prescribed role requirements. Therefore, development of OCB is very important. Many researchers study about one or two factor impact on OCB. In this study, impact of five factor (leadership style, personality attitudes, organizational structure, organizational cultural and valued factor) on development of OCB are

examined.

LITERATURE AND REVIEW OF PREVIOUS STUDY

Organizational citizenship behaviours (OCB)

Organizational citizenship behaviours is defined as those extra work-related behaviours which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983). Examples of these efforts include cooperation with peers, performing extra duties without complaint, punctuality, volunteering and helping others, using time efficiently, conserving resource, sharing ideas and positively representing the organization (Turnipseed and Rassuli, 2005).

Workers, who go above and beyond the minimum requirements of their job description, by suggesting improvements, affect performance and result with enhanced workgroup efficiency. OCB impacts workgroup efficiency during times of crisis management. For example, having conscientiousness and helping others result in decreased inter-group conflict and allow managers to focus on more pressing matters (MacKenzie et al., 1999). Having

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workers highly engaged in OCB may improve managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters.

Subsequently, managers benefit from positive OCB as well as employees (Turnipseed and Rassuli, 2005). According to Turnipseed and Rassuli (2005), OCB elements which enhance performance include: elements which add social capital, helping or altruistic elements, elements resulting with time savings or problem solving and other elements which provide socio-emotional support by boosting morale or developing a nurturing culture.

Researchers have identified many different "types" of OCB, but in this research eight type of OCB is used. Altruism, courtesy, conscientiousness, sportsmanship, civic virtue, interpersonal harmony, protecting company resources and organizational loyalty. One of the purposes in this research is determining of OCB level in Iranian national petrol company. So the first Hypothesis is:

H₁ OCB level in Iranian national petrol company is high

Leadership and Organizational citizenship behaviours (OCB)

Transactional and transformational leadership are seen in two main dimensions of leadership style in many researches. The transformational leadership style is complementary to the transactional style and likely to be ineffective in the total absence of a transactional relationship between leaders and subordinates (Bass and Avolio, 1990; Goodwin et al., 2001).

The difference is that transactional leaders use rewards as a control mechanism to carry out the exchange relationship that is explicitly established to externally motivate followers, whereas transformational leaders use rewards as a component of a system designed to increase followers' commitment and internally motivate followers (Goodwin et al., 2001; Rafferty and Griffin, 2004).

Transactional leaders who use rewards to exchange for followers' compliance only to develop followers' extrinsic motivations. Economic exchange can only externally motivate followers to the extent that specific behaviour is directly rewarded and the amount of rewards is more than the cost of engaging in the behaviour. Extrinsic contingent rewards are likely to decrease intrinsic motivation (Deci et al., 1999; Tang and Hall, 1995; Wiersma, 1992).

Transformational leaders who motivate followers based on social exchange and use economic exchange to complement leadership practices develop followers' intrinsic and extrinsic motivations (Cardona, 2000). Moreover, transformational leadership using "soft" influence tactics, such as inspirational appeals and ingratiation, in addition to hard tactics, such as exchange and authority,

is more effective in motivating followers than transactional leadership using only hard tactics (Charbonneau, 2004; Falbe and Yukl, 1992; Yukl and Falbe, 1990; Yukl and Tracey, 1992). Furthermore, augmentation hypothesis states that transformational leadership augments transactional leadership to predict higher follower OCB, employees performance, satisfaction and perceived leader effectiveness beyond what could be accounted by the transactional leadership alone, but not vice versa (Bass, 1985; Bass and Avolio, 1990; Brown and Dodd, 1999; Bycio et al., 1995; Hater and Bass, 1988; Koh et al., 1995; Lowe et al., 1996; Sosik et al., 1997; Waldman et al., 1987, 1990, 2001). Meta-analytical evidence supports the generalize findings that transformational leadership is more effective, productive, innovative and satisfying to followers than transactional leadership (Lowe et al., 1996). In addition, transactional leadership externally motivate followers in such a way that followers engage in a specific behavior as means of obtaining recognitions and rewards to satisfy the lower needs in Maslow's (1954) need hierarchy. Transformational leadership motivate followers in such a way that induce followers to satisfy the higher level need of self-actualization in Maslow's (1954) need hierarchy. Therefore, transformational leadership is more effective in motivating followers than transactional leadership. Based of topic was mentioned above in this study the second hypothesis is:

H₂: kind of leadership style impact on develop of Organizational citizenship behaviours (OCB)

Personality traits and OCB

Personality traits refer to enduring patterns of thought, emotion and behavior that are not likely to change over time and explain people's behaviour across different situations (Costa and McCrae, 1989; Funder, 2001). The five-factor model of personality (FFM) or "big-five" has influenced the field of personality during the last two decades, providing a significant degree of convergence in the trait-factor analytic psychology (Robertson and Callinan, 1998).

The five factors are usually labeled extraversion (sociable vs. introverted), agreeableness (cooperative vs. competitive), conscientiousness (organized and planful versus unorganized and careless), emotional stability (emotional stability versus instability) and openness to experience (intellectual curiosity versus preference for routine) (Costa and McCrae, 1989). Studies on contextual performance have suggested that personality traits are likely to be particularly good predictors of contextual performance (for example, Borman and Motowidlo, 1993; Morgeson et al., 2005; Motowidlo and Van Scotter, 1994; Van Scotter and Motowidlo, 1996). A variety of meta-analytic research studies have found that conscientiousness, extraversion, agreeableness and emotional

stability are positively related to different aspects of contextual performance (for example, Hogan and Holland, 2003; Hough, 1992; Hertz and Donovan, 2000; Organ and Ryan, 1995).

Few studies examining the relationship between individual differences and Organizational citizenship behaviours (OCB) have been conducted and provided contradictory results (for example, George, 1991; Nikolaou and Roberston, 2001; Organ and Konovsky, 1989; Smith, Organ' and Near, 1983). For example, Organ and Lingl (1995) examined the hypothesis that agreeableness and conscientiousness accounted for commonly shared variance between job satisfaction and citizenship behaviours.

Their results showed that although, agreeableness and conscientiousness were significant predictors of work satisfaction - positively and negatively, respectively - it was only conscientiousness that showed a reliable connection to Organizational citizenship behaviours (OCB) and only in respect to the dimension of generalized compliance.

Barrick et al. (2005) have described extraversion as key dispositional determinant of social behaviour. People who are high in extraversion are generally sociable, assertive, active, bold, energetic, adventuresome and expressive (Goldberg, 1992). In contrast, those who are low in extraversion are timid, submissive, silent and inhibited. Thus, those who are highly extraverted display more flexible behaviors that make them more likely to show Organizational citizenship behaviours (OCB).

Empirical evidence showed that agreeableness is significantly related to interpersonal performance (Mount et al., 1998). People who are high in agreeableness are generally friendly, good natured, cooperative, helpful, courteous and flexible (Barrick and Mount, 1991; Witt et al., 2002). In work contexts, agreeable employees show higher levels of interpersonal competence (Witt et al., 2002) and collaborate effectively when joint action is needed (Mount et al., 1998). Thus, it is expected that persons high on agreeableness are more likely to perform Organizational citizenship behaviours (OCB).

Regarding the personality trait of conscientiousness, people who are high in conscientiousness generally perform better at work than those who are low in conscientiousness (Barrick and Mount, 1991). Conscientious individuals can perform their part of the work with a minimum of oversight (Morgeson et al., 2005). Moreover, conscientious individuals are dependable, efficient and hardworking. They are predisposed to take initiative in solving problems and are more methodical and thorough in their work (Witt et al., 2002). It seems reasonable that these traits would result in higher Organizational citizenship behaviours (OCB) performance.

Barrick et al. (2005) have described emotional stability as key dispositional determinant of social behaviour. People who are high in emotional stability are generally calm and even-tempered in the way they cope with daily

life (Barrick and Mount, 1991).

The conceptual nature of openness to experience suggests a close relationship with other dispositional traits as creativity, inquisitiveness, unconventionality, autonomy and change acceptance (Goldberg, 1992). "Open" individuals tend to seek out new and different experiences. On the other hand, "closed" individuals tend to be more traditional, conservative and uncomfortable with complexities (Williams, 2004). Open individuals also differ from more closed individuals in social attitudes and attitudes toward accepted values and assumptions. Importantly, open individuals display a preference for variety, they enjoy grasping new ideas and they have an intrinsic interest in and appreciation for novelty. Thus, the study expects that persons high on openness to experience are more likely to show Organizational citizenship behaviours (OCB). Based of topic was mentioned above in this study the third hypothesis is:

H₃: kind of personality trait impact on develop of Organizational citizenship behaviours (OCB)

Organizational structure and Organizational citizenship behaviours (OCB)

Organizational structure can be thought of as a set of decision that are made regarding a variety of organizational areas such as the amount of specialization present in tasks, the amount of autonomy present, or the type of interdependencies present. While it is possible to examine each decision as a separate dimension of organizational structure, several organizational typologies exist (for example, Mintzberg, 1979; Miles and Snow, 1978) that contrast different organization types based on how they match a profile of different decisions.

Burns and Stalker (1961) proposed a contingency model for organizations that position organizations on a continuum anchored at one end by the mechanistic organization and at the other by organic organization. These organizational types are hypothesized to be the most effective given a certain set of environmental contingencies. The ideal structure of an organization is the one that allows it to respond effectively to the relevant environment. Although, Burns and Stalkers (1961) work discussed structure at organization or firm level, this same typology could be applied at other level such as the department level. The mechanistic structure is efficient in stable environments where there are few unknown, external contingencies that might arise and necessitate quick, decisive action. Jobs in mechanistic organizations tend to be highly specialized requiring little effort, cognitive strain or group interaction. Since tasks are specialized, with the output of one task serving as the input of another, there is a high degree of sequential interdependence (Thompson, 1967). An organization will be able to attain its goals and operate effectively to the degree that manages these interdependencies. Another

characteristic of jobs in mechanistic organizations is that interpersonal interaction with regard to work tends to be vertical as opposed to horizontal (Burns and Stalker, 1961). Other characteristics of mechanistic organizations include the presence of a formal hierarchy, which increases the value of following orders and rules and decreases the value of individual initiative and decision-making. These points imply a weak relationship between mechanistic structure and Organizational citizenship behaviours (OCB) since group norms would form around the absence of individual level of Organizational citizenship behaviours (OCB) thus, leading to lower unit-level of Organizational citizenship behaviours (OCB) (Ehrhart and Naumann, 2004).

Conversely, an organic organization is suitable for unstable or changing environment where continually novel and unforeseen situation emerge that have to be addressed quickly and efficiently to ensure the continuation of the organization, the need to be able to react quickly is reflected in the structure of the organization (Burns and Stalker 1961). In contrast to mechanistic organizations, tasks in organic organizations are continually being redefined by interaction with others. These tasks are less standardized and tend to require greater amounts of effort, cognitive strain, and group interaction than tasks in a mechanistic organization. Tasks are defined in a way that requires extensive interaction and interdependence. Typically, this interdependence is in the form of reciprocal interdependence (Thomson, 1967) where the output of number of individuals can serve as input for other individuals that may then return their output to the original group for added work. Individuals in an organic organization are not hired to do one specialized task but are expected to cooperate and interact with other employees to attain the over all goals of the organization.

George and Jones (1997) argue that Organizational citizenship behaviours (OCB) levels should be higher in less structured, organic organization than more structured, mechanistic organization. Since mechanistic organizations are designed in a way that tends to "stifle personal initiative" lower levels of Organizational citizenship behaviours (OCB) should result as opposed to mechanistic structures, which tend to constrain Organizational citizenship behaviours (OCB), organic structure with their loosely defined roles and high levels of interdependence should contribute to higher Organizational citizenship behaviours (OCB) levels (George and Jones, 1997). Based of topic was mentioned above in this study the forth hypothesis is:

H₄: kind of organizational structure impact on develop of Organizational citizenship behaviours (OCB)

Organizational cultural and OCB

Hofstede (1980) defined "culture" as the collective

programming of the mind that distinguishes the members of one group from another. He argued that culture is a property of groups and that country' boundaries are typically coincident with cultural boundaries. National culture influences how members of groups think about what is proper, civilized behavior and influences how one acts toward strangers and colleagues, how one addresses others and how one interacts socially.

Hofstede (1980) identified four dimensions of national culture. Power distance is a measure of the inequality between leaders and followers and the extent to which this inequality is accepted. Uncertainty avoidance characterizes the extent to which ambiguity and uncertainty are tolerable. Masculinity vs. femininity (for example, achievement versus relationship orientation) is a measure of the extent to which 6 achievement and success are valued rather than caring for others and quality of life. Finally, individualism versus collectivism (IC) is the degree to which members of a group tend to think first of others versus oneself, and the value placed on membership in groups. During the last decade, cultural psychology has investigated the degree to which social psychological findings that have been found in Western societies, in particular in the United States, are generalizable across cultural borders. One of the most important cultural distinctions is that between individualistic and collectivistic cultures. The specific individualistic or collectivistic cultural view subsequently influences several domains of psychological functioning, among which functioning in relationships.

Individualism-collectivism (IC) reflects to the level of social interconnectedness among individuals (Hofstede, 1980; Earley and Gibson, 1998). An important attribute of contexts characterized by a collectivistic character is that, individuals within those contexts view and identify themselves through membership in in- groups (Triandis, 1988), which tends to have systematic effects on social behavior within team settings (Earley, 1989, 1993). The defining distinction between contexts that vary along the IC continuum is that for individualists personal interests are more important than the interests of the (in)group, as they are the attainment of individual (as opposed to group) goals. In contrast, for collectivists the interests of the (in) group are paramount (Triandis, 1989) and as noted by Earley (1989), "a driving force within a collectivistic culture is cooperation so as to attain group goals and safeguard welfare". Empirical research, dealing with the moderating effects of IC on social loafing (Earley, 1989) and on Organizational citizenship behaviours (OCB) (Moorman and Blakely, 1995), supports these characterizations of individuals within individualistic or collectivistic cultures. Moorman and Blakely (1995) reported significant relationships between collectivistic values and the Organizational citizenship behaviours (OCB) dimensions of interpersonal helping, loyal boosterism and individual initiative.

The past researches focused on national culture and its impact on Organizational citizenship behaviours (OCB).

Few study of organizational culture and its relationship with Organizational citizenship behaviours (OCB) were examined. Appelbaum et al. (2004) indicated that organizational culture seem to initiate assumption to improve Organizational citizenship behaviours (OCB) (Appelbaum et al., 2004). In this study, six dimension of organizational culture offered by Hofstede was used for the first time: Process oriented-results oriented, employee oriented -job oriented, parochial l- professional, open system - closed system, loose control – tight control and normative - pragmatic. Based of topic was mentioned above in this study the fifth hypothesis is:

H₅: kind of organizational cultural impact on develop of Organizational citizenship behaviours (OCB)

Value factor and OCB

In this study, social capital and organizational justice as value factor is used. First is describing about social capital and its relationship with Organizational citizenship behaviours (OCB), then discussion about organizational justice and its relationship with OCB.

Social capital and citizenship behavior

Social capital is defined as 'features of social organization, such as trust, norms and networks that can improve the efficiency of society by facilitating coordinated actions' (Putnam, 1993). Social capital is enhanced by social norms, habits and tradition. But it is further developed and facilitated by simple communal activities such as citizens meetings, neighborhood gatherings, social clubs, voluntary team-work, self-support groups, etc'.

Previous research on organizational citizenship behaviour indicates that such behaviour is critical for organizational effectiveness, but little theoretical work details how it might contribute to enhance organizational functioning. Nahapiet and Ghoshal (1998) argue that a firm's social capital comprises a critical source of sustainable organizational advantage. Based on their work, citizenship behaviours enhance firm functioning by contributing to the development of social capital in organizations; specifically, citizenship behaviours contribute to the creation of structural, relational, and cognitive forms of social capital. In this study, relationship between dimension of social capital (structural, relational, and cognitive) with Organizational citizenship behaviours (OCB) and its dimensions was examined.

Organizational justice (OJ)

Organizational justice is a study of people's perceptions of fairness in organizations. The idea that justice is a multifaceted concept follows from the variety of

questions, everything from how much you get paid to how well you are treated by your boss.

Forms of justice and their effects

Distributive justice: is the form of organizational justice that focuses on people's beliefs that they have received fair amount of valued-work related outcomes. Distributive justice affects worker's feelings of satisfaction with their work outcomes, such as pay and job assignments.

Procedural justice: refers to people's perception of the fairness of the outcomes they receive. Unfair procedures not only make people dissatisfied with their outcomes (as in the case of distributive justice) but also lead them to reject the entire system as unfair.

Interpersonal justice: refers to people's perceptions of the fairness of the matter in which they are treated. Impersonal and disrespectful behavior shown by boss causes the demonization in subordinate.

Informational justice: is people's perception of the fairness of the information used as the basis for making decision. Informational justice prompts feelings of being valued by others in an organization.

Some empirical support exists for the influence of perceptions of fairness on Organizational citizenship behaviours (OCB). Dittrich and Carroll (1979) and Scholl et al. (1987) found that perceptions of job equity and pay equity were significantly correlated with extra role behaviour. Konovsky and Folger (1991)'s study showed presented preliminary evidence for a relationship between procedural justice and altruism. According to Robert H. Moorman (1991), fairness perceptions, particularly those derived from interactional justice, are instrumental in predicting the occurrence of citizenship. Williams S et al., (2002) found that in a sample of 114 employees from various industries, organizations and positions, the likelihood of organizational citizenship behaviours increased when employee perceptions of fair treatment by supervisors became more positive. Trust appears to be an important mediating variable (Konovsky and Pugh, 1994). Organizational justice enhances employee trust, which in turn stimulates the display of citizenship behaviour. The more perception of fairness people receive, the more positive mood people will have. According to Steve Williams et al. (2000), the likelihood of performing specific Organizational citizenship behaviours (OCB) activities increased when respondents were placed in a more positive mood. So, mood is another possible factor, which affects the relationship between Organizational citizenship behaviours (OCB) and organizational justice (OJ). According to Organ's (1988b, 1990) study, if treated fairly, the employee may be less likely to believe that citizenship behaviour outside his/her prescribed role is inappropriate. Based on what is mentioned above, in this study the relationship between Organizational citizenship behaviours (OCB) and its

Table 1. Distribution of sample based on unit.

| Quantities | Unit name |
|------------|-----------------------------|
| 15 | Staff unit |
| 15 | Cash retirement unit |
| 15 | producing of gas and petrol |
| 25 | Office unit |
| 15 | Financial unit |
| 15 | Planning unit |

Casual selection of 25 employees in this unit was more in employee worker.

dimension with value factor and its dimension were examined, so the sixth hypothesis:

H₆: value factor (social capital and organizational justice) would enhance organizational citizenship behaviour of the follower

METHODS/PARTICIPANTS

The responders of the study were 100 employees from six major units in Iranian national petrol company. For the determining of 100 employees formula used was given as:

$$n \geq \frac{Z_{\frac{\alpha}{2}} \times (1-r^2)}{r^2 * d^2} = \frac{1.96^2 \times (1-0.7^2)}{0.7^2 * 0.2^2} = 100$$

In the above formula, $\alpha = 0.05$ $\frac{\alpha}{2} = 0.025$

$Z(0.025) = \pm 1.96$, $d = 0.2$, $r = 0.7$. Distribution of the 100 employee in the six unit was indicate in Table 1.

Measures

Organizational citizenship behaviours (OCB): was measured based on the eight dimensions scale (Altruism, courtesy, conscientiousness, sportsmanship, civic virtue, interpersonal harmony, protecting company resources and organizational loyalty).

Leadership style: was measured based on two dimension scale (transformational and transactional), transformational style is measured based on idealized attributes, idealized behaviors, intellectual stimulation, inspirational motivation, individual consideration) and transactional style was measured based on (contingent reward, management-by-exception, management-by-exception (active), management-by-exception (passive) .

Personality traits: was measured based on the five dimension scale (extraversion, agreeableness, conscientiousness emotional stability and openness to experience).

Organizational structure: was measured based on two dimension scale (mechanic and organic structure).

Organizational cultural: was measured based on the six dimension scale (process oriented-results oriented, employee oriented - Job oriented, parochial- professional, open system – closed system, loose control - tight control and normative-pragmatic).

Valued factor: was measured based on the two dimension scale (social capital and organizational justice), Social capital was measured based on three scale (structural, relational and cognitive), organizational justice was measured based on the fore scale (distributive justice, procedural justice, interpersonal justice and informational justice).

RESULTS

In this section of research results was indicated based on research hypothesizes.

H₁: level of Organizational citizenship behaviours (OCB) in the Iranian national petrol company is high

For determining level of Organizational citizenship behaviours (OCB) in the Iranian national petrol company mean responses of sample was used. The mean responses of sample were showed in Table 2.

Means

Altruism (1), Courtesy (2), Conscientiousness (3), Sportsmanship (4), Civic Virtue (5), Interpersonal harmony (6), Protecting company resources (7), organizational loyalty (8).

Based on the Table 2, results indicate that the level of Organizational citizenship behaviours (OCB) was high in sample unit (above medium (3)) but level of Organizational citizenship behaviours (OCB) in office unit (3.62), cash retirement unit (3.58) and producing of gas and petrol unit (3.57) was higher than staff unit (3.12), financial unit (3.04) and planing unit (3.11). So office, cash retirement and producing of gas and petrol units clasification as high level Organizational citizenship behaviours (OCB) units and staff, financial and planing units clasification as low level of Organizational citizenship behaviours (OCB) units.

H₂: kind of leadership style impact on develop of organizational citizenship behaviour

For survey impact kind of leadership style on Organizational citizenship behaviours (OCB), first the mean responses for two category unit based on dimension of transformational and transactional style was computed, then by the use of Mann-Whitney Test, the meaningful of their differences was tested.

Finally by use of Spearman's correlation relationship between dimension of Organizational citizenship behaviours and transformational style was computed. Table 3 indicates the mean responses for two classifications based on dimension of transformational and transactional style. Based of Table 3, results indicate in each of two classifications unites, the meaning responses for transformational dimension is above medium (3), but mean responses allocated to dimension of transformation

Table 2. Mean responses of sample statistics based of likert scale (1 - 5).

| Unit | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | OCB |
|-----------------------------|--------|------|------|------|------|------|------|------|------|
| Staff unit | 3.11 | 2.93 | 3.06 | 3.15 | 3.18 | 3.25 | 3.31 | 3.08 | 3.12 |
| Cash retirement unit | 3.35 | 3.5 | 3.62 | 3.51 | 3.46 | 3.83 | 3.71 | 3.75 | 3.58 |
| Producing of gas and petrol | 3.65 | 3.58 | 3.53 | 3.37 | 3.48 | 3.73 | 3.64 | 3.64 | 3.57 |
| Office unit | 3.46 | 3.44 | 3.72 | 3.64 | 3.54 | 3.8 | 3.72 | 3.68 | 3.62 |
| Financial unit | 2.98 | 2.86 | 2.98 | 3.11 | 3.01 | 3.23 | 3.04 | 3.26 | 3.04 |
| Planning unit | 3.13 | 3.03 | 3.24 | 3.17 | 3.13 | 3.21 | 3.06 | 3.06 | 3.11 |
| Total | 3.3000 | 3.24 | 3.39 | 3.36 | 3.32 | 3.54 | 3.44 | 3.44 | 3.37 |

Table 3. Mean responses for two classification based on dimensions of transformational and transactional style.

| Leadership style | Dimensions | High OCB units | Low OCB unit |
|---------------------------------|----------------------------------|----------------|--------------|
| Transformational style | Idealized attributes | 3.9182 | 3.372 |
| | Idealized behaviors | 3.7182 | 3.183 |
| | Intellectual stimulation | 3.75 | 3.027 |
| | Inspirational motivation | 3.89 | 3.233 |
| | Individual consideration | 3.75 | 3.172 |
| Means of transformational style | | 3.8052 | 3.197 |
| Transactional style | Contingent reward | 2.44 | 3.144 |
| | Management-by-exception(active) | 2.554 | 3.227 |
| | Management-by-exception(passive) | 2.4 | 2.933 |
| Means of transactional style | | 2.4651 | 3.101 |

style in high Organizational citizenship behaviours units more than low Organizational citizenship behaviours units. In contrast mean responses allocated to dimension of transactional style in high Organizational citizenship behaviours units lower than low Organizational citizenship behaviours units. Table 4 indicates the results of Mann-Whitney Test. Based of Table 4 was inferred that the relationship between Organizational citizenship behaviours and dimension of transformational style is meaningful (sig = 0.000 < 0.05). Based of Tables 3 and 4, inferred that transformational leadership style enhance organizational citizenship behavior. Tables 5 indicate Spearman's correlation between Organizational citizenship behaviours and its dimensions with dimensions of transformational style. Based of Table 5, results indicate:

1. There are positive and meaningful relationship between Organizational citizenship behaviours (OCB) and all dimensions of transformational style.
2. Individual consideration (0.46) and inspirational motivation (0.436) have the most positive and meaningful correlation with Organizational citizenship behaviours.
3. Conscientiousness and Sportsmanship are two

dimension of Organizational citizenship behaviours that have positive and meaningful correlation with all dimensions of transformational style.

4. Altruism was only dimension of Organizational citizenship behaviours that have not correlation with dimensions of transformational style.

H₃: kind of personality trait impact on develop of organizational citizenship behaviour

For survey impact kind of personality trait on Organizational citizenship behaviours (OCB), first the mean responses for two classification based on dimension of big five personality trait was computed, then by use of Mann-Whitney Test, the meaningful differences was tested, finally by use of Spearman's correlation, relationship between dimension of Organizational citizenship behaviours and the left trait of big five was computed. Table 6 indicates the meaningful responses for two classifications based on dimensions of big five personality trait.

Based of Table 6, results indicate in each of two classifications unites, the mean responses for the left traits of big five was above medium (3), but mean

Table 4. The results of Mann-Whitney test.

| Dimensions | Mann-Whitney U | Wilcoxon W | Z | Asymp. Sig. (2-tailed) |
|----------------------------------|----------------|------------|--------|------------------------|
| Idealized attributes | 580.500 | 1615.500 | -4.623 | 0.000 |
| Idealized behaviors | 635.500 | 1670.500 | -4.202 | 0.000 |
| Intellectual stimulation | 489.500 | 1524.500 | -5.237 | 0.000 |
| Inspirational motivation | 531.500 | 1566.500 | -4.919 | 0.000 |
| Individual consideration | 515.500 | 1550.500 | -5.054 | 0.000 |
| Contingent reward | 536.000 | 2076.000 | -4.895 | 0.000 |
| Management-by-exception(active) | 535.500 | 2075.500 | -4.898 | 0.000 |
| Management-by-exception(passive) | 553.000 | 2093.000 | -4.791 | 0.000 |

Grouping variable : OCB.

Table 5. The results of spearman's correlation.

| Spearman's rho | Idealized attributes | Idealized behaviors | Intellectual stimulation | Inspirational motivation | Individual consideration |
|------------------------------|----------------------|---------------------|--------------------------|--------------------------|--------------------------|
| OCB | 0.386(**) | 0.365(**) | 0.384(**) | 0.436(**) | 0.460(**) |
| Civic Virtue | 0.177 | 0.060 | 0.171 | 0.168 | 0.048 |
| Altruism | 0.094 | 0.295(**) | 0.222(*) | 0.196 | 0.293(**) |
| Conscientiousness | 0.415(**) | 0.311(**) | 0.315(**) | 0.326(**) | 0.461(**) |
| Sportsmanship | 0.229(*) | 0.241(*) | 0.243(*) | 0.325(**) | 0.292(**) |
| Courtesy | 0.284(**) | 0.224(*) | 0.146 | 0.343(**) | 0.257(**) |
| Interpersonal harmony | 0.240(*) | 0.345(**) | 0.337(**) | 0.308(**) | 0.364(**) |
| Protecting company resources | 0.160 | 0.146 | 0.192 | 0.219(*) | 0.241(*) |
| organizational loyalty | 0.262(**) | 0.145 | 0.227(*) | 0.316(**) | 0.246(*) |

** Correlation is significant at the 0.01 level (2-tailed).

responses allocated to the left traits of big five in high Organizational citizenship behaviours units (3.83) is more than low Organizational citizenship behaviours units (3.39). Table 7 indicates the results of Mann-Whitney Test. Based on Table 7, the relationship between Organizational citizenship behaviours and dimension of the left big five trait personality, which was inferred is meaningful (sig = 0.000 < 0.05).

Based on Tables 6 and 7, it could be said that the left traits of big five enhance organizational citizenship behaviour. Table 8 indicates Spearman's correlation between Organizational citizenship behaviours and its dimension with dimensions of the left traits of big five enhance organizational citizenship behavior. Based on Table 8, results indicate:

1. There is positive and meaningful relationship between Organizational citizenship behaviours and all dimensions of the left traits of big five.
2. Openness to Experience (0.529) have the most positive and meaningful correlation with Organizational citizenship behaviours.
3. Civic Virtue have positive and meaningful correlation with Extraversion and openness to experience.

4. Conscientiousness, Sportsmanship and organizational loyalty have positive and meaningful correlation with all the left traits of big five except emotional stability.

5. Courtesy has positive and meaningful correlation with extraversion and openness to experience.

6. Interpersonal harmony has positive and meaningful correlation with extraversion, openness to experience and conscientiousness.

7. Protecting company resources have positive and meaningful correlation only with openness to experience.

H₄: kind of organizational structure impact on develop of organizational citizenship behaviours

Based on the mentioned literature review, for survey about the effect organizational structure on Organizational citizenship behaviours (OCB) was used of Mechanic and Organic structure offered by Burns and Stalker. Result of this research indicate that in both of category units complexity, formalization and centralization were above, in the other hand two category of units have Mechanic structure. Therefore, in this study, organizational structure was inferred because it has not been impacted on the development of Organizational

Table 6. Mean responses for two classifications based on dimensions of big five personality trait.

| Personality traits | Dimensions | High OCB units | Low OCB unit |
|--------------------------------------|------------------------|----------------|--------------|
| The left traits of big five | Extraversion | 3.75 | 3.2 |
| | Agreeableness | 3.73 | 3.33 |
| | Conscientiousness | 4.11 | 3.68 |
| | Emotional stability | 3.52 | 3.22 |
| | Openness to experience | 4.06 | 3.55 |
| Means of The left traits of big five | | 3.83 | 3.39 |

Table 7. The results of Mann-Whitney test.

| Attributes | Mann-Whitney U | Wilcoxon W | Z | Asymp. Sig. (2-tailed) |
|------------------------|----------------|------------|--------|------------------------|
| Extraversion | 577,000 | 1612,000 | -4.645 | 0.000 |
| Agreeableness | 665,000 | 1700,000 | -4.050 | 0.000 |
| Conscientiousness | 617,000 | 1652,000 | -4.377 | 0.000 |
| Emotional stability | 707,500 | 1742,500 | -3.751 | 0.000 |
| Openness to experience | 414,000 | 1449,000 | -5.863 | 0.000 |

Grouping variable : OCB.

Table 8. The results of Spearman's correlation.

| Spearman's rho | Emotional stability | Extraversion | Openness to experience | Agreeableness | Conscientiousness |
|------------------------------|---------------------|--------------|------------------------|---------------|-------------------|
| OCB | 0.214(*) | 0.398(**) | 0.529(**) | 0.272(**) | 0.305(**) |
| Civic Virtue | 0.025 | 0.199(*) | 0.246(*) | -0.040 | 0.121 |
| Altruism | 0.146 | 0.184 | 0.223(*) | 0.234(*) | 0.164 |
| Conscientiousness | 0.179 | 0.398(**) | 0.380(**) | 0.246(*) | 0.245(*) |
| Sportsmanship | 0.148 | 0.231(*) | 0.477(**) | 0.220(*) | 0.230(*) |
| Courtesy | 0.125 | 0.243(*) | 0.308(**) | 0.186 | 0.151 |
| Interpersonal harmony | 0.152 | 0.280(**) | 0.418(**) | 0.175 | 0.234(*) |
| Protecting company resources | 0.161 | 0.154 | 0.285(**) | 0.077 | 0.065 |
| organizational loyalty | 0.115 | 0.223(*) | 0.365(**) | 0.203(*) | 0.298(**) |

** Correlation is significant at the 0.01 level (2-tailed).

citizenship behaviours.

H₅: kind of organizational culture impact on develop of organizational citizenship behaviours

For survey impact on the kind of organizational culture on Organizational citizenship behaviours (OCB), first the meaningful responses for two classification based on dimensions of organizational culture was computed, then by use of Mann-Whitney test, the meaningful differences was tested, finally by use of Spearman's correlation, relationship between dimension of organizational citizenship behaviours and the organizational culture was computed. Table 9 indicates the meaningful responses

for two classification units based on dimensions of organizational culture. Based of Table 9, results indicate:

1. In both of units, process oriented is more than results oriented, but process oriented in high organizational citizenship behaviours units (3.6318) is more than low Organizational citizenship behaviours units (3.2778).
2. In both of units, Job Oriented is lower than Employee Oriented, but Job Oriented in High Organizational citizenship behaviours units (2.6318) is lower than low Organizational citizenship behaviours units (2.9444).
3. In both of units, Parochial is more than Professional, but Parochial in High Organizational citizenship behaviours units (3.3864) is more than low Organizational

Table 9. Mean responses for two classification units based on dimensions of organizational culture.

| Organizational culture | Dimensions | High OCB units | Low OCB unit |
|--|-----------------------------------|----------------|--------------|
| Six dimension of organizational culture offered by hofsete | Process oriented-results oriented | 3.6318 | 3.2778 |
| | Job oriented- employee oriented | 2.6318 | 2.9444 |
| | Parochial- professional | 3.3864 | 3.3167 |
| | Closed system - open system | 2.0136 | 2.4111 |
| | Tight control - loose control | 3.3682 | 3.0889 |
| | Pragmatic- normative | 2.7909 | 2.85 |

Table 10. The results of Mann-Whitney test.

| | Mann-Whitney U | Wilcoxon W | Z | Asymp. Sig. (2-tailed) |
|-----------------------------------|----------------|------------|--------|------------------------|
| Process oriented-results oriented | 727,500 | 1762,500 | -3.568 | 0.000 |
| Job oriented- employee oriented | 709,500 | 2249,500 | -3.729 | 0.000 |
| Parochial- professional | 1113,500 | 2148,500 | -.886 | 0.375 |
| Closed system - open system | 655,000 | 2195,000 | -4.084 | 0.000 |
| Tight control - loose control | 742,500 | 1777,500 | -3.479 | 0.001 |
| Pragmatic- normative | 1065,000 | 2605,000 | -1.215 | 0.224 |

Grouping variable: OCB.

Table 11. The results of Spearman's correlation.

| Spearman's rho | Process oriented | Job Oriented | Closed System | Tight Control |
|------------------------------|------------------|--------------|---------------|---------------|
| OCB | 0.302(**) | -0.286(**) | -0.294(**) | 0.270(**) |
| Civic Virtue | -0.008 | -0.134 | -0.053 | 0.051 |
| Altruism | 0.054 | -0.076 | -0.182 | 0.068 |
| Conscientiousness | 0.278(**) | -0.294(**) | -0.283(**) | 0.328(**) |
| Sportsmanship | 0.263(**) | -0.210(*) | -0.237(*) | 0.251(*) |
| Courtesy | 0.231(*) | -0.165 | -0.145 | 0.178 |
| Interpersonal harmony | 0.252(*) | -0.283(**) | -0.243(*) | 0.240(*) |
| Protecting company resources | 0.281(**) | -0.086 | -0.146 | 0.140 |
| Organizational loyalty | 0.129 | -0.079 | -0.168 | 0.039 |

** Correlation is significant at the 0.01 level (2-tailed).

citizenship behaviours units (3.3167).

4. In both of units Closed System is lower than Open System, but Closed System in High Organizational citizenship behaviours units (2.0136) is lower than low Organizational citizenship behaviours units (2.4111).

5. In both of units, Tight Control is more than Loose Control, but Tight Control in High Organizational citizenship behaviours units (3.3682) is more than low Organizational citizenship behaviours units (3.0889).

6. In both of units, Pragmatic is lower than Normative, but Pragmatic in High Organizational citizenship behaviours units (2.7909) is lower than low Organizational citizenship behaviours units (2.85).

Table 10 indicates the results of Mann-Whitney Test. Based on Table 10, it was inferred that the relationship

between Organizational citizenship behaviours and dimensions (Process oriented, Job Oriented, Closed System and Tight Control) is meaningful (sig = 0.000 < 0.05). But the relationship between Organizational citizenship behaviours and dimensions (Parochial and Pragmatic) is not meaningful (sig > 0.05), so there is positive and meaningful relationship between Process oriented and Tight Control with higher Organizational citizenship behaviours level, also there is negative and meaningful relationship between Job Oriented and Closed System with higher Organizational citizenship behaviours level. In the other hand, Process oriented, Employee Oriented, Open System and Tight Control enhance organizational citizenship behavior. Table 11 indicates Spearman's correlation between Organizational citizenship behaviours and its dimension with dimension

Table 12. Mean responses for two classification units based on dimensions of value factor.

| Value factor | Dimensions | High OCB units | Low OCB unit |
|------------------------|-----------------------|----------------|--------------|
| Social capital | Relational | 3.4303 | 2.9852 |
| | Structural | 3.5152 | 3.037 |
| | Cognitive | 3.2772 | 3.0519 |
| Organizational justice | Distributive justice | 3.4727 | 3.3222 |
| | Procedural justice | 3.2909 | 3.0444 |
| | Interpersonal justice | 3.2091 | 2.8556 |
| | Informational justice | 3.1909 | 2.8 |

Table 13. The results of Mann-Whitney test.

| | Mann-Whitney U | Wilcoxon W | Z | Asymp. Sig. (2-tailed) |
|-----------------------|----------------|------------|--------|------------------------|
| Relational | 781,000 | 1816,000 | -3.237 | 0.001 |
| Structural | 754,500 | 1789,500 | -3.404 | 0.001 |
| Cognitive | 965,000 | 2000,000 | -1.944 | 0.052 |
| Distributive justice | 1055,000 | 2090,000 | -1.325 | 0.185 |
| Procedural justice | 1044,000 | 2079,000 | -1.385 | 0.166 |
| Interpersonal justice | 883,500 | 1918,500 | -2.550 | 0.011 |
| Informational justice | 865,000 | 1900,000 | -2.653 | 0.008 |

Grouping variable: OCB.

of organizational culture. Based on Table 11, results indicate:

1. There is positive and meaningful relationship between Process oriented and Tight Control with Organizational citizenship behaviours.
2. There is negative and meaningful relationship between jobs oriented and closed system with Organizational citizenship behaviours.
3. There are not meaningful correlation between Altruism, Courtesy and organizational loyalty with dimension of organizational culture.
4. There are positive and meaningful correlation between Conscientiousness, Sportsmanship and Interpersonal harmony with Process oriented and Tight Control. Also there are negative and meaningful correlation between these three dimension with Process oriented and Tight Control.
5. Courtesy and Protecting company resources have positive and meaningful correlation with Process oriented.

H₆: value factors impact on develop of organizational citizenship behaviours

For survey impact of value factors on Organizational citizenship behaviours (OCB), first the mean responses for two classification based on dimension of social capital and organizational justice was computed, then by the use of Mann-Whitney test, the meaningful differences was

tested, finally by use of Spearman's correlation, relationship between dimension of Organizational citizenship behaviours and value factor was computed. Table 12 indicates the meaningful responses for two classification units based on dimensions of value factor. Based of Table 12, results indicate:

1. Relational dimension in high Organizational citizenship behaviours unit higher than medium and in low Organizational citizenship behaviours unit lower than medium (3).
2. Structural and cognitive dimensions in both of category units higher than medium and their quantitative in high Organizational citizenship behaviours units are more.
3. Distributive and Procedural Justice in both of category units higher than medium and their quantitative in high Organizational citizenship behaviours units is more.
4. Interpersonal and Informational Justice in high organizational citizenship behaviours unit higher than medium and in low OCB unit lower than medium (3).

Table 13 indicates the results of Mann-Whitney test. Based on Table 13 it was inferred that the relationship between Organizational citizenship behaviours and dimensions (relational, structural, Interpersonal Justice and Informational Justice) is meaningful (sig = 0.000 < 0.05). But relationship between Organizational citizenship behaviours and dimensions (cognitive, Distributive Justice and Procedural Justice) is not meaningful (sig >

Table 14. The results of spearman's correlation.

| Spearman's rho | Relational | Structural | Interpersonal Justice | Informational Justice |
|------------------------------|------------|------------|-----------------------|-----------------------|
| OCB | 0.332(**) | 0.292(**) | 0.286(**) | 0.266(**) |
| Civic Virtue | 0.215(*) | 0.229(*) | 0.203(*) | 0.109 |
| Altruism | 0.214(*) | 0.139 | 0.130 | 0.195 |
| Conscientiousness | 0.216(*) | 0.252(*) | 0.288(**) | 0.244(*) |
| Sportsmanship | 0.156 | 0.257(**) | 0.231(*) | 0.226(*) |
| Courtesy | 0.206(*) | 0.213(*) | 0.126 | 0.133 |
| Interpersonal harmony | 0.104 | 0.019 | 0.098 | 0.047 |
| Protecting company resources | 0.401(**) | 0.231(*) | 0.212(*) | 0.233(*) |
| Organizational loyalty | 0.139 | 0.199(*) | 0.163 | 0.130 |

**Correlation is significant at the 0.01 level (2-tailed).

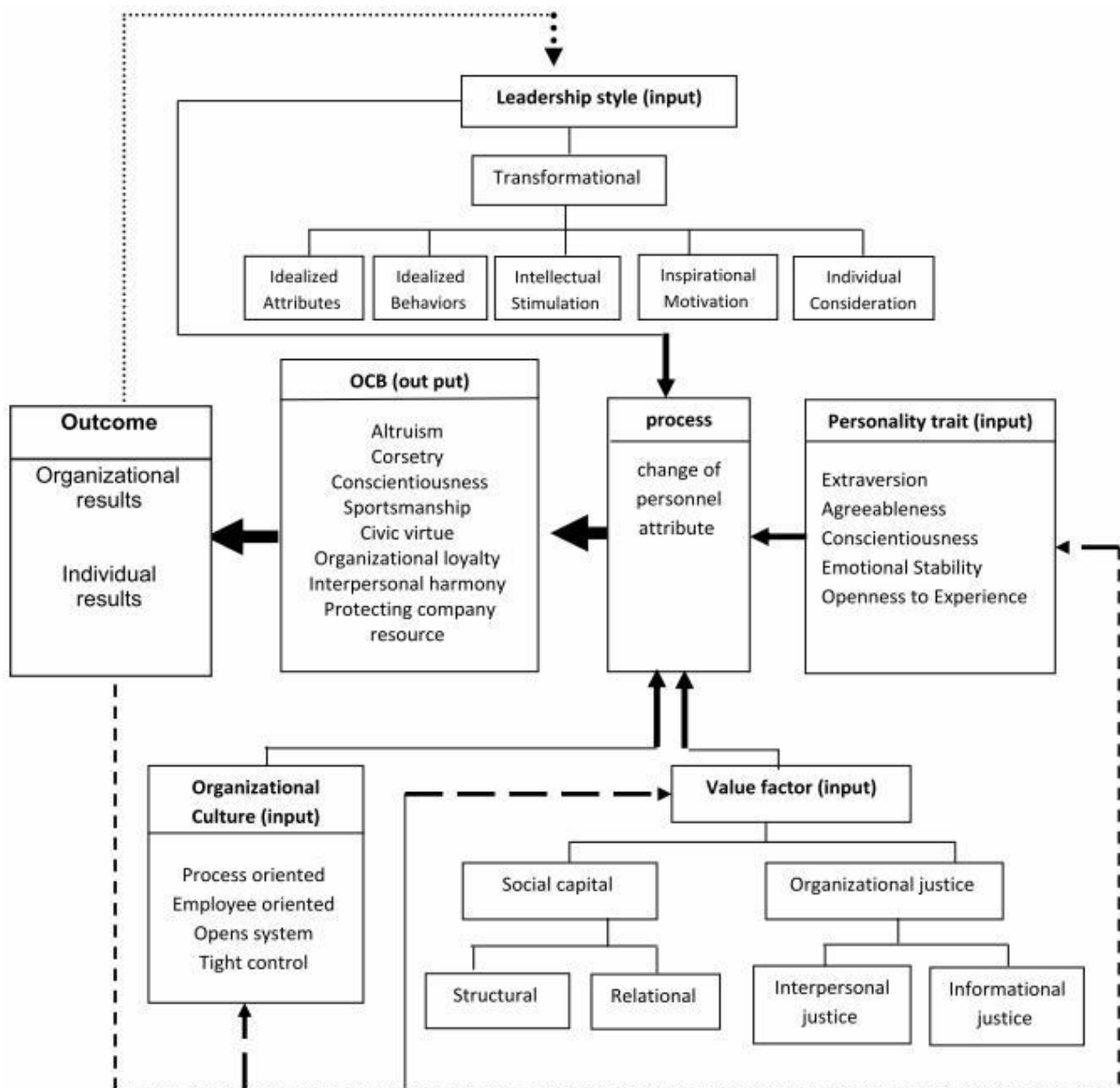


Chart 1. A Conceptual model for development of OCB.

0.05). So, there is positive and meaningful relationship between relational and structural as dimensions of social capital with higher Organizational citizenship behaviours level. Also, there is positive and meaningful relationship between Interpersonal and Informational Justice as dimension of organizational justice with higher Organizational citizenship behaviours level. On the other hand, relational and structural as dimensions of social capital, Interpersonal and Informational justice as dimension of organizational justice enhance organizational citizenship behavior. Table 14 indicates Spearman's correlation between Organizational citizenship behaviours and its dimension with dimension of value factor. Based on Table 14, results indicate:

1. There is positive and meaningful relationship between relational and structural as dimension of social capital, Interpersonal and Informational Justice as dimension of organizational justice with Organizational citizenship behaviours.
2. Relational dimension have the most correlation with Organizational citizenship behaviours (OCB).
3. There is positive and meaningful relationship between Conscientiousness and protecting company resources with fore dimension of value factor.
4. There is positive and meaningful relationship between Civic Virtue with fore dimension of value factor except Informational Justice.
5. Altruism dimension have only correlation with relational dimension.
6. Organizational loyalty only has correlation with structural dimension.
7. Interpersonal harmony has no correlation with the fore dimension of value factor.
8. There is positive and meaningful relationship between sportsmanship with fore dimension of value factor except relational dimension.

Conclusion

Organizations want and need employees who will do those things that are not in any job description. And the evidence indicates that those organizations that have such employees out perform those that do not. As a result, some human subject studies are concerned with organizational citizenship behaviour as a dependent variable. In this study impact of five factor on develop of Organizational citizenship behaviours was examined. Based on findings on this research, transformational leadership have main role in develop of Organizational citizenship behaviours, so the managers of organization should use this leadership style. Also, the results of this study indicates that if the staff in organization have the personality traits such as extraversion, agreeableness, conscientiousness, emotional stability and openness to experience, was enhanced on organizational citizenship behaviours. Therefore, organizations should employ

people who are qualified in the above personality traits. Another result of this research was impact of organizational culture on Organizational citizenship behaviours. For development of Organizational citizenship behaviours, organization culture tend to process and employee oriented, open system and tight control. The other finding of this research, the role of social capital and organizational justice on develop of Organizational citizenship behaviours. Therefore, organization should be improved in these dimensions of value factor. In the next page was offered the Conceptual model in develop of Organizational citizenship behaviours (Chart 1).

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