



## The role of organizational health components on organizational citizenship behaviors

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### Abstract

The main purpose of this paper is to examine the relationship between Components of organizational health and organizational citizenship behaviors. The tool used in this study was a questionnaire. Methodology is applied in terms of goal and descriptive correlational in terms of data collection. The population of this study included Staff and managers of a government organization in 1395. The study sample including 110 subjects was selected as per simple random sampling method. SPSS software was used to analyze the data. The Data were collected through organizational health questionnaire with a reliability of 0.87 and organizational citizenship behaviors questionnaire with a reliability of 0.91 and analyzed by Pearson correlation test and regression coefficient. The results of the research indicated a positive and significant relationship between organizational health components and organizational citizenship behaviors.

**Keywords:** Organizational Health, Organizational Citizenship Behaviors, Anti-citizenship behaviors

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### Introduction

In primary management schools, individuals were evaluated by behaviors that were expected to be described in the job descriptions and qualifications, but today behaviors are considered beyond the role. In their studies to investigate the relationship between occupational behaviors and organizational effectiveness, the researchers also focused mostly on In-role performance. However, almost a decade and a half ago, researchers at the In-role performance and Extra-role performance role Differences have been made. The transactional performance of occupational behaviors goes beyond formal employee roles that are optional and are not usually considered in the official reward system of the organization. These behaviors are described by concepts such as Pro-social behavior, Spontaneous and Contextual performance and in general, Organizational citizenship behavior (OCB) (Gholipour, 2007). On the other hand, the challenges and problems that have arisen in the economic, social, cultural and political spheres have led to the formation of behaviors that have turned organizations into a source of negative behaviors and attitudes, and thus working in such an environment has many issues, so that

these malicious behaviors, either from managers or from employees, can have negative effects on organizational effectiveness and performance.

Behaviors described by researchers as anti-citizenship behaviors (Saeedinejad, 2007) and phrases such as negligence, bullying, duplication, sabotage, and deviant behaviors are all used to describe anti-citizenship behaviors.

Therefore, in the last decade, organization and management researchers have tried in various ways to raise issues such as organizational citizenship behaviors, spiritual organizations and spirituality in the workplace, spiritual leadership, empowerment, organizational identity, happiness And vitality at work and ... to promote positive aspects of behavior in the workplace (Wang, 200 6, Jinhua, 2010: 170, Huang et al., 2004: 200, Konovsky and Organ, 1996,: 256).

Few researches on organizational citizenship behaviors are mainly divided into three categories. A series of research focused on predicting the factors causing organizational citizenship behavior. On the other hand, a series of studies focused on the effects and consequences of organizational citizenship behavior. In this regard, factors such as organizational performance, organizational effectiveness, profitability, organizational success, customer satisfaction and loyalty are discussed. Few researches have focused on the concept of organizational citizenship behavior to provide new definitions and to outline their dimensions, or to formulate tools and scales with more validity and reliability (Podsakoff et al., 2000: 521).

Many factors affect the formation and occurrence of organizational citizenship behavior, one of which is organizational health. Organizational health is essential for routine and has a critical role in the formation and occurrence of organizational citizenship behaviors. In fact, organizational health is one of the effective factors in providing a relaxed atmosphere and motivated employees to develop organizational citizenship behaviors. Organizational health reflects a situation where expectations of performance above the standard of employees will not be distracting. In healthy organizations, people with dual motives are at work, working emotionally with their work environment. Organizational health will have system effectiveness by providing job security and organizational commitment. Matthew Miles believes that the durability of organizations depends on organizational health. Matthew Miles categorizes organizational health dimensions as follows: Problem solving competence, communication capacity and capabilities, optimal distribution of power, adaptability, focus on goals, resource support, unity and cohesion, morale, autonomy and innovation (Fartash et al., 2018, Davoudi et al., 2018). He believes that benefiting an organization from the optimal level of organizational health variables will ensure the success of the organization. Davis also believes that in healthy organizations, there is a sense of usefulness and usefulness in employees, and the motivation for growth and development is evident. The desire for survival in healthy organizations is very high, because of the fact that there is a sense of security and relaxation in such organizations and that a healthy organization cares about improving the current situation and does not consent to it.

Therefore, considering the vital role of organizations in the survival of governments, the health of organizations is of utmost importance so that organizational health in critical organizations is of paramount importance to supreme government authorities. So far, no research has been done to investigate the direct relationship between organizational health variables and organizational citizenship behaviors, both in domestic and foreign publications.

## **Literature Review**

### **Organizational health**

Organizational health is one of the most important indicators of organizational effectiveness. In a healthy organization, the manager has a friendly and supportive behavior towards his employees and is united in his plans. Employees are also more willing to stay in the organization and work more effectively. The term organizational health was first used by Learners in 1969 to study the organizational climate of schools (Korkmaz, 2007: 22-54). He defines a healthy organization as an organization that does not only survive in its own environment, but also at a sufficiently long time and adequately develops and extends its ability to survive

and compromise. What is clear in this definition is that a healthy organization with successful deterrents has successfully managed its force effectively in line with the goals and objectives of the organization.

If an organization has full health, increasing responsibility of staff and improving the quality of service organizations is ensured and accepting responsibility by active and effective participation of all members is observed and in a healthy organization, the partnership is conducted freely and voluntarily. The staff are ready to help and build the team in order to achieve their goals and will work hard on this (Dejoy & Wilson, 2007: 27-36, Wayne and Feldman, 1987: 30).

Organizational health implies beyond the short-term effectiveness of the organization and refers to a set of relatively modest organizational qualities. A healthy organization, in this sense, is not only stable in its own environment, it can, in the long run, be adequately adapted to its own environment, develop and expand its ability to survive continuously (Hall, 2004: 9; Dejoy & Wilson, 2007: 30). A healthy organization is an organization that people with an interest in their workplace are proud to work with. The health of the organization is psychologically, security, meritocracy and the importance of knowledge, expertise in the effectiveness of the behavior of each system. In this article, the concept of organizational health, the characteristics of a healthy organization, organizational health components, system functions for maintaining their own health, and research in this field have been discussed and practical ideas are presented. According to Hoy and Mescle (2008), organizational health has seven dimensional dimensions including the following:

- Institutional Integration: The ability of the organization to adapt to the environment in such a way as to maintain the integrity, integrity and integrity of its programs.
- principal influence: The manager's ability to influence his or her superiors and their superiors, encouraging them to pay more attention to organizational issues, not facing administrative obstacles, hierarchical, non-aligned superiors, all of which are considered key to effective leadership.
- Consideration: refers to the leadership behavior of the manager who is open and friendly. Consideration, reflection of behavior reflects respect, mutual trust, cooperation and support.
- Initiating Structure: The manager's behavior clearly defines the relationships and relationships with employees, job expectations, performance standards, and methods of doing business.
- Resource Support: Provide basic materials and equipment for work in the organization
- Morale: It refers to the sense of self-respect, openness and mutual trust among the members of the organization.
- Academic Emphasis: The extent to which the organization has sought scientific and cultural excellence and strives for Nil (Hall, 2004: 11-13).

### **Organizational Citizenship Behaviours**

In the past decade, there has been much research on organizational citizenship behavior. This term was first introduced by the organ (Bateman and Organ, 1983.p.588). The organ describes citizenship behaviors as follows: "Organizational Citizenship Behavior can be considered as an employee's voluntary behavior, which is not part of their formal and legal duties, and is not directly encouraged by the formal remuneration system of the organization, but it will increase the effectiveness of the organization" (Gholipour, 2007).

In other words, a specific set of employee behaviors that interact with customers in the provision of services can have a significant impact on customer perceptions of service quality, in particular voluntary and optional behaviors that both employees have for their customers and both for the organization. These behaviors are organizational citizenship behaviors that represent the participation of the individual in the work environment and beyond the scope of the specific requirements of that person's role.

Graham, with the use of classical philosophy and modern political theory, takes into account several beliefs and behavioral patterns that combine with one another. And called them "Active Citizenship Signs," which include three essential parts related to each other's urban citizenship responsibilities. The first part includes respect for regular structures and processes, which means that citizens are responsible for rational-legal discretion and

follow the law. The second part is loyalty in which the citizen generates the interests of the community and its underlying values in general. Loyal citizens promote their societies, protect them and show great effort for goodness. The third part of the partnership involves responsible and active involvement in the administration of society under legal conditions. Respondent citizens are well informed about the general issues affecting the community, exchange information and ideas with other citizens, and help the community administration and encourage others to do so (Fatahi, 2006).

There is still no single agreement between the researchers on the dimensions of organizational citizenship behavior. For example, dimensions such as helping behaviors, rationalization and passing, organizational loyalty, adherence to commands, creativity and individual initiative, conscience, personal development, politeness and courtesy, civic virtue, altruism, etc., in various researches as enlarging dimensions Organizational citizenship behavior has been considered (William and Anderson, 1991: 605).

The dimensions that have attracted the most attention among the researchers are: Friendship, Conscientiousness, Literature, Consideration, Man's Rod and Passage, Civic Virtue. These five dimensions were introduced by the organ, and Podsacov and his colleagues developed a standard measurement scale based on factor analysis method for each of these five dimensions. These scales were used by many researchers to measure organizational citizenship behavior in the following years (Gholipour, 2007; Fatahi, 2006).

-**Altruism:** assist other members of the organization on the problems and related tasks.

-**Consciousness:** the arbitrary behavior is said that the role goes beyond the minimum requirements. Like a person who works more than usual, or an employee who does not spend much time resting.

-**Courtesy:** Employees are trying to avoid tensions and problems with others.

-**Magnanimity and forgiveness:** the toleration of non-ideal conditions without complaining is organized. In other words, it is tolerated voluntarily and without complaints and discomfort in difficult working conditions.

-**Civic virtue:** participation and accountability in organizational life and to provide good image of the organization should be. This behavior reflects the individual's awareness that he is a part of a larger whole and, like the responsible citizens, as a member of the organization, has responsibilities to the organization (Mackenzie et al., 1993: 72-5). This component is also called organizational participation.

Researchers have identified many factors influencing organizational citizenship behaviors such as organizational socialization, job satisfaction, organizational identity, perception of justice and justice, perceived support of management and organization, organizational commitment, organizational trust Organizational structure, Leadership style, Leader-follower relationship, Nature of duties and construction work, Organization's political atmosphere, Organizational culture, Organization policies and procedures, Personnel empowerment and training, Payroll system, Organization goals and outlook (Huang et al., 2005: 195; Jelinek & Ahearn, 2006: 457-460).

Outstanding and prominent organizational performance is not achieved through ordinary employees. Rather, one of the reasons for the success of large organizations is that they have employees who are working beyond their official duties. The concept of organizational citizenship behavior has created a change in the field of organizational behavior. The present research tries to examine the role of organizational health components on organizational citizenship behaviors from the viewpoint of the statistical society. Therefore, according to theoretical foundations of the research, the main purpose of the present research is to investigate the relationship between organizational health and organizational citizenship behaviors and the specific goals are:

- Examining the existing status of organizational health components
- Examining the status of the components of organizational citizenship behavior
- Ranking organizational health components
- Ranking Organizational Citizenship Behavior Behaviors

### **Research Methodology**

The purpose of this study is to use a descriptive research as a method of data collection and the relationship between research variables is correlation type. The statistical population in this research is the staff and

managers of a government organization. Sampling was done by random sampling method. For further reliability, 130 questionnaires were distributed and 110 questionnaires were collected. In the statistical sample, 27% to 30 years old, 40% between 31 to 40 years, 25% between 41 to 50 years old and 8% to between 51 and 60 years old. In the sample 12% had diploma, 21% diploma, 53% bachelor and 14% masters and higher. Also, 63% of respondents were male and 37% were female. In this research, a questionnaire was used to collect data. The implementation tools consisted of organizational citizenship behavior inventory questionnaire with 11 items and organizational health with 32 items that were used to collect data and test the research hypotheses. Validity of the questionnaires was measured by experts and professors in the field of management and their reliability was 0.87 and 0.91, respectively, according to Cronbach's alpha. In designing the questionnaire questions, care was taken to make the questions clear and simple.

**The validity and reliability of research tools**

The following two questionnaires were used to assess the research questions: For the variable of organizational citizenship behaviors, five dimensions of altruism, conscientiousness, politeness, consideration, passing, and civic virtue were considered as 15 questions. Finally, after exploration of exploratory factor analysis, literate and thoughtful questions were removed due to low factor load or combined with other questions and other factors were named from the concept and questions in the target factor. The organizational health questionnaire included seven dimensions of scientific emphasis, resource support, structuring, institutional unity, managerial influence, morale and consideration, and consisted of 40 questions. Finally, the following questions were supported by resources and institutional unity due to low factor load factor or integrated with other dimensional questions. The Cronbach alpha related to each of the variables in the research is also given in the table below:

**Table 1: Cronbach Alpha related to the questions of each of the variables of the research**

Variables	Number of questions	Cronbach's alpha
Organizational Citizenship Behaviors	11	0.87
organizational health	32	0.91

To assess the content validity of the questionnaires, the opinions and opinions of the university professors were used and they ensured that the questionnaires measured the same characteristics of the researchers.

**Population and sample**

The statistical population of this research includes all senior and middle managers and managers of a governmental organization in Tehran. In this study, 110 people were selected as the statistical sample. Sampling is simple random method.

In order to calculate the sample size, the following equation is used:

$$n = \frac{N \times Z \alpha^2 / 2 \times P(1 - P)}{\varepsilon^2 (N - 1) + Z \alpha^2 / 2 \times P(1 - P)}$$

Where in: p is estimated as the variable attribute ratio (P = 0.5), z is the normal value of the unit, corresponding to the 95% confidence level, the allowed error value (= 0.1), the P value is considered to be 0.5 Is.

Because if P = 0.5, then n finds its maximum. This causes the sample to be large enough (Azar, Momeni, 2001, 2: 72).

**Results**

**First question:** Is there an association between organizational health components with organizational citizenship behavior components?

Descriptive statistics and Pearson correlation matrix were used to analyze this question.

**Table 2: Descriptive statistics of the components of organizational health and citizenship behaviors**

Variable	Component	Average	Standard deviation
organizational health	Scientific emphasis	3.41	3.13
	Construction of	3.22	3.02
	Penetration manager	3.13	2.52
	Morale	2.94	2.83
	Consider Gary	2.91	2.32
Organizational Citizenship Behaviors	Altruism	3.11	3.12
	Conscience	3.16	3.15
	Take it and pass it	3.03	2.31
	Civil behavior	2.91	3.075

The table data indicates that organizational health in the organization under study has the highest mean of scientific emphasis and below the component of consideration is the lowest average. Also, the above data shows that organizational citizenship behaviors under the conscientiousness component have the highest mean and in the subscale of civil behavior with the lowest mean. To determine the relationship between organizational health and organizational citizenship behaviors, Pearson correlation test was used. The results of the correlation analysis indicate this. There is a positive and significant relationship between all aspects of organizational health (scientific emphasis, construct, managerial influence, morale, consideration) with all dimensions of organizational citizenship behaviors (altruism, conscientiousness, attitude and passing, behavioral behavior). In fact, it can be claimed that in spite of the appropriate status for each organizational health dimension, there will be more favorable conditions for the appearance of citizenship behaviors and the level of organizational citizenship behavior will also increase. Of course, the picture will be the same. It means that by reducing the level of organizational health, the level of citizenship behavior will also decrease (Table 3).

**Table (3): Pearson Correlation Matrix Subcomponent Organizational Health and Organizational Citizenship Behavior**

Variables	organizational health					Organizational Citizenship Behaviors			
Components	Scientific emphasis	Making	Penetration manager	Morale	Consider Gary	Altruism	Conscience	Take it and pass it	Civil behavior
Scientific emphasis	1								
Construction of	0.54*	1							

Penetration manager	0.62 *	0.68 *	1						
Morale	0.69 *	0.64 *	0.52 *	1					
Consider Gary	0.66 *	0.53 *	0.68 *	0.71 *	1				
Altruism	0.77 *	0.57 *	0.68 *	0.63 *	0.52 *	1			
Conscience	0.62 *	0.55 *	0.8 *	0.57 *	0.78 *	0.73 *	1		
Take it and pass it	0.66 *	0.5 *	0.83 *	0.67 *	0.74 *	0.68 *	0.69 *	1	
Civil behavior	0.77 *	0.54 *	0.66 *	0.79 *	0.68 *	0.55 *	0.56 *	0.66 *	1

Regression test was used to investigate the effect of each organizational health component on organizational citizenship behaviors. The following tables show the details of the results of the regression coefficient analysis of the components of scientific emphasis, construct, manager influence, and the mentality of organizational citizenship behaviors.

**Table 4: Regression coefficient of component of scientific emphasis on organizational citizenship behaviors**

Components	Non-standard coefficients	Value t	The regression coefficient	The coefficient of determination	meaningful
Altruism	3.92	2.59	0.79	0.27	0.001
Conscience	4.13	2.78	0.82	0.27	0.001
Take it and pass it	4.59	3.23	0.93	0.27	0.001
Civil behavior	4.86	3.52	0.97	0.27	0.001

Based on the results, 0.27 of the components of organizational citizenship behaviors are affected by the component of scientific emphasis on organizational health. In fact, the relative contribution of the component is the scientific emphasis on the changes made in the component of organizational citizenship behavior of 0.27.

**Table 5: Regression coefficient of construction component on organizational citizenship behaviors**

Components	Non-standard coefficients	Value t	The regression coefficient	The coefficient of determination	meaningful
Altruism	4.13	3.23	0.88	0.35	0.001
Conscience	4.11	3.16	0.79	0.35	0.001

Take it and pass it	4.95	4.14	0.94	0.35	0.001
Civil behavior	4.04	3.13	0.72	0.35	0.001

Based on the results, 0.35 percent of the components of organizational citizenship behaviors are affected by organizational structure component construction. In fact, the relative contribution of constructive component to changes made in the component of organizational citizenship behaviors is 0.35.

**Table 6: Regression coefficient of manager's penetration component on organizational citizenship behaviors**

Components	Non-standard coefficients	Value t	The regression coefficient	The coefficient of determination	meaningful
Altruism	3.91	3.72	0.51	0.35	0.001
Conscience	4.19	4.13	0.66	0.35	0.001
Take it and pass it	4.25	4.25	0.74	0.35	0.001
Civil behavior	4.45	4.45	0.89	0.35	0.001

Based on the results, 0.16 components of organizational citizenship behaviors are influenced by the influence of the manager's influence on organizational health. In fact, the relative contribution of the manager's penetration component to the changes made in the component of organizational citizenship behavior is 0.16.

**Table 7: Regression coefficient of morale component on organizational citizenship behaviors**

Components	Non-standard coefficients	Value t	The regression coefficient	The coefficient of determination	meaningful
Altruism	4.02	3.72	0.72	0.41	0.001
Conscience	4.22	3.93	0.79	0.41	0.001
Take it and pass it	4.12	3.88	0.91	0.41	0.001
Civil behavior	4.82	4.11	0.88	0.41	0.001

Based on the results, 0.41 components of organizational citizenship behavior factors are affected by the morale component of organizational health. In fact, the relative share of the morale component of the changes in the component of organizational citizenship behavior is 0.41.

**Table 8: Regression coefficient of the consideration component on organizational citizenship behaviors**

Components	Non-standard coefficients	Value t	The regression coefficient	The coefficient of determination	meaningful
Altruism	3.62	3.11	0.67	0.38	0.001
Conscience	3.86	3.24	0.83	0.38	0.001
Take it and pass it	3.72	3.18	0.79	0.38	0.001
Civil behavior	4.84	4.18	0.92	0.38	0.001

Based on the results, 0.38 components of organizational citizenship behaviors are affected by the morale component of organizational health. In fact, the relative share of the morale component of the changes in the component of organizational citizenship behavior is 0.38.

### **Discussion and conclusion**

Transparency, employee support, encouragement of learning, distinct boundaries between the right and wrong behaviors, mutual trust between managers and employees, the success of the circuit and the clarity of functional expectations, the behavioral, the friendly, the open mind of the managers and staff, the healthy and continuous communication, employee participation Organizational decisions, ethics, and justice in resource allocation are the main features of healthy organizations.

Organizational health leads to the organization's successful exposure to external barriers, talented individuals are identified to achieve their organizational goals desirable (Kathrine, 2007, p.154). Prioritizing the provision of organizational health is prioritizing the value of the staff. Therefore, deep and adequate attention to the organization's staff can be a good predictor of the formation and occurrence of organizational citizenship behaviors. Because paying attention to employees as valuable assets of the organization plays a vital role in maintaining the worthy and valuable forces of the organization.

### **Proposals for managers:**

The findings of the research indicate that the optimal situation of organizational health components increases the probability of occurrence of citizenship behaviors.

Therefore, it is recommended to improve organizational health status:

- In the context of the concept and importance of the organizational health category, provide in-service training courses and training seminars for managers;
- Managers can take the necessary steps to improve the status quo by monitoring the state of health of the organization;
- In the training and appointment of high-level managers, it was necessary to pay special attention to the evaluation of technical, human and perceived skills, providing them with the necessary training;
- Another issue that is important alongside the concept of organizational health is the special role of management and leadership of the organization as the main factor in creating and improving the health of the organization.

Managers will contribute to improving organizational health by contributing employees to decisions, creating a system of suggestions, giving attention to providing psychological needs, meritocracy, creating a spirit of creativity and innovation to create an open and constructive atmosphere.

- In a healthy organization, continuous communication between staff should be facilitated and mutual and bilateral communication at various levels of the organization.

- High executives should create the feeling of employees who pay attention to their needs and have management support and support, and on the other hand, employees are mutually beneficial to the interests of the organization and do not try to demonstrate anti-citizen behavior by seeking revenge against their directors, but with the advent of citizenship behaviors in the interests of the organization;

- It is recommended to consider such behaviors in the design of performance appraisal systems, payroll systems, reward systems and systems, in order to ensure its institutionalization;

- Managers of the organization should create a sense of independence in order to decide on the issues and use all the potential and potential of employees on the agenda;

The support and support of the management of the employees has strengthened the sense of security in the staff and, ensuring its continuity in the future, increases the commitment of the employees to the organization, and they can be expected to show more citizenship behaviors;

- Intimate relationships in the workplace, in addition to the mental health of the staff, is one of the key factors for improving the climate of mutual trust and cooperation, increasing organizational commitment and ultimately leading to organizational health;

- The behavior of managers in the organization is influenced by organizational transparency through transparency in daily life, openness, employee participation, honesty and honesty, rewarding and encouraging employees;

- Employee commitment to the organization stems from the commitment of the organization to its employees.

Therefore, when employees feel that organizations and management are not accountable to them, they will not reciprocate positive behaviors. Therefore, the formation of a supportive and positive culture in the organization can strengthen the sense of commitment and organizational identity in the staff. As a result, committed and highly personalized employees can show more citizenship behaviors; Creating a healthy environment free of any kind of destructive political relations can affect employees' perceptions of equity and equity, support and support, commitment, and organizational trust, and thus affect the incidence of citizenship behaviors among employees.

#### **Other suggestions are as follows**

- Creating a fit between the rewards with employee success and the support and appreciation of the staff whose performance is well evaluated.

- Providing services and performing tasks that are directly related to the client is for employees who show a higher level of organizational citizenship behavior.

- Managers of the organization should understand the factors affecting organizational citizenship behavior of their employees and make the necessary steps to create an appropriate organizational climate.

- giving employees the opportunity to grow their ideas in various areas of service to the client, and financial and spiritual support for new employee ideas.

- Efforts to strengthen organizational identity and sense of employee belonging to the organization

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