

## Citizenship and Withdrawal Behaviors in Contingency Cultures

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### ABSTRACT

The main purpose of this research is to reveal the differences of cultural characteristics in citizenship and avoidance of withdrawal behaviors. Primary problem of research is whether is significant differences between contingency cultures in citizenship and withdrawal behaviors. The dimensions along with citizenship behavior parameters (organizational citizenship behavior and interpersonal citizenship behavior) and withdrawal behavior parameters (avoidance of psychological and physical withdrawal) form the basis of the hypotheses. The research method is based on a descriptive- Survey correlation research and the statistical population consist of Iran public organization. Theoretical and Sequential sampling method is the basis of the choice of research environments. 21 organizations selected as research environments, then according to Cochran sample volume method, 1392 questionnaires distributed among the sample members and 1234 completed questionnaire was collected. This questionnaire containing 32 questions and a questionnaire made by the researcher which is based on Likert Scale. The validity of questionnaire is confirmed by the authorities and the reliability coefficients calculated for organizational culture questionnaire 71%, for citizenship behavior 72%, and for avoidance of withdrawal Behaviors 73%. The results of the statistical analysis (obtained from SPSS software) showed that citizenship behaviors and avoidance of withdrawal behaviors has not equal importance in contingency cultures, and there are a significant relationship among the citizenship behaviors and avoidance of withdrawal behaviors.

**KEY WORDS:** Organizational Culture, Organizational Citizenship Behavior (OCB), withdrawal Behavior

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### 1- INTRODUCTION

Culture has been the subject to study, in sociology and nearly all of us have a picture in our mind about anthropological studies, which study the primary society to discover their customs traditions and actions. (Cunliffe, 2008, 50-59). Sociologist looks at culture as a lens and related anthropological and Anthropologists investigate civilization, tribe and geneses. In the study of culture, the psychologists use the consultation method in the study of culture and its effect in people's life. In fact most of the psychologist uses the word "atmosphere" but, they use two words in the way of their objects. The organization culture is defined as a common social knowledge in organization. In attention to rules, Norms, value which is creative, the way of thought and personnel's treatments this narration helps to prominent most of aspects or organization culture. First culture is a social knowledge among organization members. The personnel learn the important aspects of organization, culture from other personnel.

Transfer this knowledge is the way of obvious connections, simple observe and other method, beside culture is a common knowledge, in this meaning that organization members have an organizational understanding and common agreement on organization culture. Second, organization culture says to personnel's, what are rule, norm and organization value and which kind of activity consequence is important? Which type behavior is suitable in organization and which type is not?

How should persons act in organization and which type of cover should they have? Even some of the cultures go forward, that say to personal, what time they were and what time they don't. Second, organization culture creative the way of thought and personal's behavior which creating a controllable system (Colquitt, Lepine, Wesson, 2010, 275).

Around a last decade (1922-1993) industrial psychologist studied determinism and voluntarily participation and called it, organization citizen's treatment. Such treatments are completely voluntarily and personal this mean is persons don't receive reward in acting this treatment, formally and don't be punished for unexciting it. In fact citizen treatment tells voluntarily actions, inclinations to personnel's dedication to supply comfort and welfare in other people. Beside modern career environments need the personnel that are good citizens which personnel show tendency to extent cooperation and help to cleavage, employer and customer (Alizdeh, 2009, 2). Personnel who aren't committed to their organization have a withdrawal behavior, which described as some actions which personnel do it refrain to do work (Feizi, Ghaderi and Alizdeh, 2011, 3).

There have been discussed four kinds of organization culture in theories. That dominate on organization, which contained duty perspective support culture perspective, success cultural perspective and

power culture perspective, researchers believe that, there is not a unique copy of superiority of called treatments universally. An analysis of called treatments can be valuable work, which is the main aim of this research.

The main subject of this research is meaningful difference between dominant culture on organization, in appearance citizen treatments and withdrawal treatment, or not, what is the relation between citizen treatments and withdrawal treatment? For this reason, we investigate and review research of literature about organizational culture, citizenship treatment and withdrawal treatment.

## 2- LITERATURE REVIEW

### 2.1. Organizational Culture

The descriptions of organizational culture are as follow:

- A collection of assumptions believes or first accepted meanings that from the method to do work. These assumptions are obvious and are interviewee with our actions and we usually don't ask them. They impress on what we say correct or incorrect.
- Values which from the foundation our actions and decisions.
- Norms or un-written rules which control treatment.
- The language which is used and stories that be told by members of organization.
- Rites, ceremonies, the usual treatment and covering method
- Symbols and artifacts.

Maybe in this list, it looks a route has been passed from the highest of culture (assumptions) to lowest level (Artifacts) of that. The lowest level is usually observable.

Edgar Schein determined a medal of triple level of organization culture, assumptions, the deepest level, values a higher level and more availability and finally artifacts are most visible level (CunLiffe, 2008, 58-59).

To classify the different kinds of culture in organizations we can connect the Hafstede's opinions about notional culture with Diana Pheysey opinions about organizational culture (Mirsepasi, 2005).

Each pair of connection these opinions are as follow; Avoid from untrusting beside duty culture perspective (rule perspective) personalize beside success culture perspectives instance of power beside power culture perspectives formalism beside support culture perspective.

#### 2.1. 1. Duty culture perspective

The word rule which is used as a culture in some organizations refers to a job of each section that is waited practically a duty culture perspective (role culture perspective), is a culture which emphasizes on expects conformingly. This kind of culture is usually common in large organizations. The controller contains some class of managers, personnel and workers in administrative and functional workers. The organization has a Pyramid Shape. The parts of the hierarchical not only determined, but also have scores. Product making by production section, sale by selling section, preparation by buying section and, in come and cost determination by calculate.

#### 2.1. 2. Success culture perspective

In success culture perspective, persons are interested in their work and have a tendency to their work. The small custom company and have a tendency to their work. The small custom company and research institutes are good examples for success culture perspective. Harrison says: the outcome of incentive person's reaction is to solve their problems the success demand organizations need persons, which are energetic and much time to spend in organization as presences enjoy doing their duty and being pleased deeply.

#### 2.1. 3. Power culture perspective

In power culture perspective some persons are master and others are obedient. This agent dependent restricted and fixed social affair, it mean's habit to submission, obedience agent duty and responsibility Harrison says, in organizations under support culture. There is a leadership according to power, right fullness and commander father generosity. It is expected from leader as he/she has organization power she/ he should be knowledgeable. It's expected from subordinates that be submit and have tendency in the best manner. Organization according to tendency to power, have a tendency to implementing power.

#### 2.1. 4. Support Culture Perspective

Harrison says that organizations are shaped by culture supportive; forcing its members to make their own competence through relationships, reciprocity (the trip), and to show the connection. The assumption is people feel they are entrusted to a group or organization that they feel that they have registered with Purity and they are a risk and Personal Interests. Hindi is the belief in collective farms, collective communes and cooperatives are all trying to implement a culture of support in the form of organization.

### 2.2. Citizenship Behavior

Sometimes employees go the extra mile by actually engaging in behaviors that are not within their job description—and thus that do not fall under the broad heading of task performance. This situation brings us to the second category of job performance, called citizenship behavior. Citizenship behavior is defined as

voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place (Organ, 1988).

Who always maintained a good attitude, even in trying times? We tend to call those people “good citizens” or “good soldiers” (Organ, 1988). High levels of citizenship behavior earn them such titles. Although there are many different types of behaviors that might seem to fit the definition of citizenship behavior, research suggests two main categories that differ according to who benefits from the activity: coworkers or the organization (see Figure 1) (Coleman & Borman, 2000).

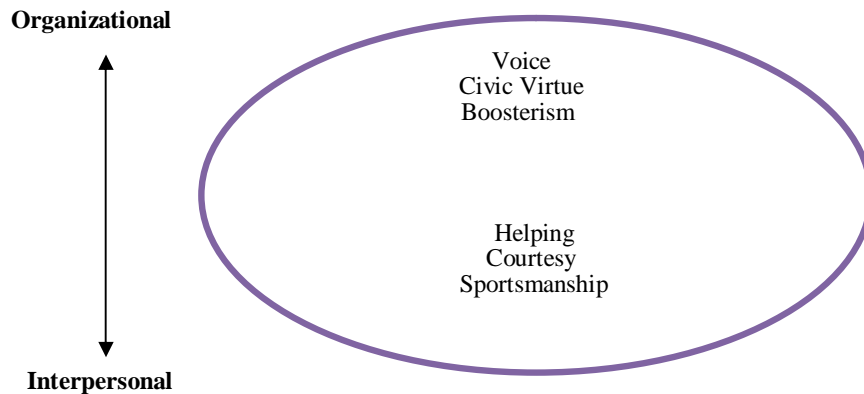


Figure 1- Types of Citizenship Behaviors

The first category of citizenship behavior is the one with which you’re most likely to be familiar: interpersonal citizenship behavior. Such behaviors benefit coworkers and colleagues and involve assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations (Coleman & Borman, 2000). For example, helping involves assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job.

Courtesy refers to keeping coworkers informed about matters that are relevant to them.

Some employees have a tendency to keep relevant facts and events secret. Good citizens do the opposite; they keep others in the loop because they never know what information might be useful to someone else. Sportsmanship involves maintaining a good attitude with coworkers, even when they’ve done something annoying or when the unit is going through tough times. Whining and complaining are contagious; good citizens avoid being the squeaky wheel that frequently makes mountains out of molehills.

Although interpersonal citizenship behavior is important in many different job contexts, it may be even more important in contexts in which employees work in small groups or teams. A team with members who tend to be helpful, respectful, and courteous is also likely to have a positive team atmosphere in which members trust one another. This type of situation is essential to foster the willingness of team members to work toward a common team goal rather than goals that may be more self-serving (MacMillan, 2001). In fact, if you think about the behaviors that commonly fall under the “teamwork” heading, you’ll probably agree that most are examples of interpersonal citizenship behavior (LePine & others, 2007).

The second category of citizenship behavior is organizational citizenship behavior. These behaviors benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it (Van Dyne & LePine, 1998). For example, voice involves speaking up and offering constructive suggestions for change. Good citizens react to bad rules or policies by constructively trying to change them as opposed to passively complaining about them (Van Dyne & LePine, 1998). Civic virtue requires participating in the company’s operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company. Boosterism means representing the organization in a positive way when out in public, away from the office, and away from work. Think of friends you’ve had who worked for a restaurant. Did they always say good things about the restaurant when talking to you and keep any “kitchen horror stories” to themselves? If so, they were being good citizens by engaging in high levels of boosterism.

Two important points should be emphasized about citizenship behaviors. First, as you’ve probably realized, citizenship behaviors are relevant in virtually any job, regardless of the particular nature of its tasks, (Motowidlo, 2000) and there are clear benefits of these behaviors in terms of the effectiveness of work units and organizations (Podsakoff & others, 2000). As examples, research conducted in a paper mill found that

the quantity and quality of crew output was higher in crews that included more good citizens (Podsakoff, & others, 1997). Research of 30 restaurants also showed that higher levels of citizenship behavior promoted higher revenue, better operating efficiency, higher customer satisfaction, higher performance quality, less food waste, and fewer customer complaints (Walz & Neihoff, 1996). Thus, it seems clear that citizenship behaviors have a significant influence on the bottom line.

Second, citizenship behaviors become even more vital during organizational crises, when beneficial suggestions, deep employee involvement, and a positive “public face” are critical. For example, Southwest Airlines relied on high levels of organizational citizenship behaviors after 9/11. Top corporate leaders worked without pay through the end of 2001, while rank-and-file employees voluntarily gave up days or weeks of paid vacation so that the employee profit-sharing plan could remain fully funded. The end result of this good citizenship was that Southwest suffered no layoffs after 9/11 and was the only major airline to make a profit that year (McGee-Cooper & Looper, 2005). From an employee’s perspective, it may be tempting to discount the importance of citizenship behaviors—to just focus on your own job tasks and leave aside any “extra” stuff. After all, citizenship behaviors appear to be voluntary and optional, whereas task duties are not. However, discounting citizenship behaviors is a bad idea, because supervisors do not always view such actions as optional (Allen & Rush, 1998).

### 2.3. Withdrawal Behavior

Employees who are not committed to their organizations engage in withdrawal behavior, defined as a set of actions that employees perform to avoid the work situation—behaviors that may eventually culminate in quitting the organization (Hulin, 1991). Withdrawal comes in two forms: psychological (or neglect) and physical (or exit). Psychological withdrawal consists of actions that provide a mental escape from the work environment (Fisher, 2004). When an employee is engaging in psychological withdrawal, “the lights are on, but nobody’s home.” Some business articles refer to psychological withdrawal as “warm-chair attrition,” meaning that employees have essentially been lost even though their chairs remain occupied (Hulin, 1991).

Psychological withdrawal comes in a number of shapes and sizes. The least serious is daydreaming, when an employee appears to be working but is actually distracted by random thoughts or concerns. Socializing refers to the verbal chatting about non-work topics that goes on in cubicles and offices or at the mailbox or vending machines. Looking busy indicates an intentional desire on the part of the employee to look like he or she is working, even when not performing work tasks. Sometimes employees decide to reorganize their desks or go for a stroll around the building, even though they have nowhere to go. (Those who are very good at managing impressions do such things very briskly and with a focused look on their faces!) When employees engage in moonlighting, they use work time and resources to complete something other than their job duties, such as assignments for another job (Lim, 2002).

Perhaps the most widespread form of psychological withdrawal among white collar employees is cyber loafing using Internet, e-mail, and instant messaging access for their personal enjoyment rather than work duties (Lim, 2005).

Physical withdrawal consists of actions that provide a physical escape, whether short term or long term, from the work environment. Physical withdrawal also comes in a number of shapes and sizes. Tardiness reflects the tendency to arrive at work late (or leave work early) (Blau, 1994). Long breaks involve longer-than-normal lunches, soda breaks, coffee breaks, and so forth that provide a physical escape from work. Sometimes such breaks stretch into missing meetings, which means employees neglect important work functions while away from the office. As a manager, you’d like to be sure that employees that leave for lunch are actually going to come back, but sometimes, that’s not a safe bet! Absenteeism occurs when employees miss an entire day of work (Muchinsky, 1977).

Of course, people stay home from work for a variety of reasons, including illness and family emergencies. There is also a rhythm to absenteeism. For example, employees are more likely to be absent on Mondays or Fridays (Fichman, 1988).

Moreover, streaks of good attendance create a sort of pressure to be absent, as personal responsibilities build until a day at home becomes irresistible (Martocchio & Jimeno, 2003). That type of absence can sometimes be functional, because people return to work with their “batteries recharged.” (Nicholson & Johns, 1985). Group and departmental norms also affect absenteeism by signaling whether an employee can get away with missing a day here or there without being noticed (Campion, 1991). These issues aside, a consistent pattern of absenteeism, month in and month out, is a symptom of the kind of low commitment that concerns most managers.

Finally, the most serious form of physical withdrawal is quitting—voluntarily leaving the organization. As with the other forms of withdrawal, employees can choose to “turn over” for a variety of reasons. The most frequent reasons include leaving for more money or a better career opportunity; dissatisfaction with supervision, working conditions, or working schedule; family factors; and health (Lee & Mitchell, 1985). Note that many of those reasons reflect avoidable turnover, meaning that the organization could have done something to keep the employee, perhaps by offering more money, more frequent promotions, or a better

work situation. Family factors and health, in contrast, usually reflect unavoidable turnover that doesn't necessarily signal a lack of commitment on the part of employees (Colquitt & others, 2010).

**3- research hypothesis**

1. In the Contingency cultures, citizenship behavior is not of equal importance.
2. In the culture contingency withdrawal behavior is not of equal importance.
3. There is a significant relationship between citizenship behaviors and withdrawal behaviors.

**3- METHODOLOGY**

The main focus of this study is relationship between cultural characteristic and citizenship and withdrawal behaviors in Iranian public organizations. The survey technique was used to collect data from the respondents and understand and predict some aspects of the behavior of the population of interest. The target population (N=1769) is Iranian Public Organizations.

The sample size of this research was set at 1392 public organizations, both males and females selected from 21 Iranian public organizations. We select respondents according to simple random sampling (see table1).

Table1- Research environment, their culture and sample size

Response	n	N	Culture	Organization
75	93	125	Duty perspective	Refah Ministry
88	92	121		Iran's Oil Company
92	103	142		Roads and Urban Development Ministry
54	56	67		Department of Environmental Protection
38	48	56		Management of Health and Social Security
56	63	78		Tejarat Bank
14	18	18		Maskan Bank
96	105	150		Department of Energy
24	26	36	Success perspective	Office of Research and Technology of Iran's Oil Company
57	61	72		Technology & Research of Petrochemical Industrial
46	48	55		Technical and Soil Mechanics Laboratory of Road Ministry
23	27	27	Education and Research of Office Ardabil County	
8	10	10	Support perspective	National Federation of Rural Sports
59	62	75		Organization of Rural Cooperatives
81	90	119		Nursing units of hospitals
45	48	56		Office martyr Foundation
76	86	110	Power perspective	Department of Justice 1
96	110	154		Department of Justice 2
64	68	76		Prison and safeguarding organization
71	87	112		Military units stationed in Tehran 1
72	91	120		Military units stationed in Tehran 2
1234	1392	1769		total

The questionnaire includes a total of 32 items contained in four sections: one on Organizational culture, another on citizenship behaviors and a third on withdrawal behaviors and fourth on demographics, respectively.

The Organizational culture items in section one was adapted from Diana, C. Pheysey organizational culture theory with 16 items and was coded from 1 to 5. The reliability of this questionnaire with Cronbach alpha has been measured 0.71. The citizenship behaviors items from Coleman and borman theory, with 6 items are rated using a 5-point Likert scale. The reliability of this questionnaire has been measured to be a Cronbach alpha of 0.72. The withdrawal behaviors items from Farrell and Colquitt & etal theory, with 10 items are rated using a 5-point Likert scale. The reliability of this questionnaire has been measured to be a Cronbach alpha of: 0.73.

We used theoretical and sequential sampling methods in research selected areas. To find out what the organization culture (Duty perspective, Success perspective, Support perspective, Power perspective) in which is the governing organization, the Friedman test was used.

Researchers for appear mean difference of the citizenship behaviors and mean difference of the avoidance of withdrawal behaviors in different cultures use the ANOVA test. Also for finding the significant relationship between citizenship behaviors and withdrawal behaviors applied correlation coefficient. The data were analyzed using the statistical package for Social Science (SPSS).

**4- RESULTS AND ANALYSIS**

A majority of the 1234 respondents 76.34% are males, and the 23.41% are female, 1234 in total. The highest age group of respondents (50.32%) includes those between 30-40 years and the smallest one those over 50 years (4.29%). Over half the participants have bachelor's degree (54.86%) and 16.45% of them have a MA and upper degree.

Table 2: Profile of the Respondents

		n=1234	% F	%
<b>Gender</b>	Males	942	76.34	76.33
	Female	289	23.41	100
<b>Age Groups</b>	Under 30	325	26.33	26.33
	30 – 40 years	621	50.32	76.66
	41 – 50 years	235	19.04	95.70
	> 50 years	53	4.29	100
<b>Degree</b>	Under Diploma	177	14.34	14.34
	Diploma	177	14.34	28.68
	BA	677	54.86	83.54
	MA and upper	203	16.45	100

Researchers for appear mean difference of the citizenship behaviors and mean difference of the avoidance of withdrawal behaviors in different cultures use the ANOVA test. Also for finding the significant relationship between citizenship behaviors and withdrawal behaviors applied correlation coefficient.

Tables 3, 4, 5, 6, 7 have indicated the results.

**Hypothesis 1. In the Contingency cultures, citizenship behavior is not of equal importance**

Table 3 - Descriptive Statistics of citizenship behavior in terms of culture

Functional behavior	Cultures	N	Mean	Std. Deviation	Std. Error
Interpersonal citizenship behavior	Duty perspective	512	3.0247	.73717	.03258
	Power perspective	379	3.0237	.78923	.04054
	Success perspective	150	3.1133	.85472	.06979
	Support perspective	193	3.5769	.67860	.04885
	Total	1234	3.1216	.78451	.02233
Organizational citizenship behavior	Duty perspective	512	3.5072	.69376	.03066
	Power perspective	379	2.9111	.82811	.04254
	Success perspective	150	3.1622	.69163	.05647
	Support perspective	193	3.6200	.61789	.04448
	Total	1234	3.3269	.76827	.02187

Table 4 - Significant analysis in terms of culture and citizenship behavior (ANOVA)

Functional behavior		Sum of Squares	df	Mean Square	F	Sig.
Interpersonal citizenship behavior	Between the group	48.444	3	16.148	27.959	.000
	Within a group	710.406	1230	.578		
	Total	758.850	1233			
Organizational citizenship behavior	Between the group	78.017	3	26.006	49.230	.000
	Within a group	649.744	1230	.528		
	Total	727.762	1233			

**Hypothesis 2: In The culture contingency Withdrawal behavior is not of equal importance**

Table 5- Descriptive statistics for the types of Withdrawal behavior depending on culture

		N	Mean	Std. Deviation	Std. Error
Avoid from psychological Withdrawal behaviors	Duty perspective	512	3.2383	.85116	.03762
	Power perspective	379	3.6734	.83761	.04303
	Success perspective	150	3.0453	.77413	.06321
	Support perspective	193	3.2166	.71628	.05156
	Total	1234	3.3451	.84795	.02414
Avoid from physical Withdrawal behaviors	Duty perspective	512	3.2859	.82350	.03639
	Power perspective	379	3.6902	1.00674	.05171
	Success perspective	150	3.0933	.91510	.07472
	Support perspective	193	3.0404	.80223	.05775
	Total	1234	3.3483	.92384	.02630

Table 6 - Significant analysis in terms of culture and Withdrawal behavior (ANOVA)

Functional behavior		Sum of Squares	df	Mean Square	F	Sig.
Avoiding from psychology Withdrawal behaviors	Between the group	63.346	3	21.115	31.549	.000
	Within a group	823.209	1230	.669		
	Total	886.555	1233			
Avoiding from physical Withdrawal behaviors	Between the group	74.351	3	24.784	31.170	.000
	Within a group	977.991	1230	.795		
	Total	1052.341	1233			

**Hypothesis 3: There is a significant relationship between citizenship behaviors and Withdrawal behaviors.**

Table 7: Local correlation of Functional behavior

		Interpersonal Citizenship Behavior	Organizational Citizenship Behavior	Avoiding from psychology Withdrawal behaviors	Avoiding from physical Withdrawal behaviors	
Spearman Correlation	Interpersonal Citizenship Behavior	r	1.000			
		sig	.	-	-	
		n	1234			
	Organizational Citizenship Behavior	r	.396**	1.000		
		sig	.000	.	-	-
		n	1234	1234		
	Avoiding from psychology Withdrawal behaviors	r	.205**	.129**	1.000	
		sig	.000	.000	.	-
		n	1234	1234	1234	
	Avoiding from physical Withdrawal behaviors	r	.207**	.67*	.563**	1.000
		sig	.000	.018	.000	.
		n	1234	1234	1234	1234

**5- Conclusions and suggestion**

As tables 3 and 4 show that hypothesis1 were confirmed and ANOVA test, bearing the confidence of 95%. Across the four cultures, mean of interpersonal citizenship behavior and organization citizenship behavior is different. It is determined it these research that in support perspective organizations which participation and group management are parts of trait in this culture, interpersonal citizenship behavior with the mean of 3.58 and organization citizenship behaviors with the mean 3.62 the most mean in the contrast of other cultures. This table shows in power culture, mean of Interpersonal Citizenship behavior less than moderate (moderate=3, mean= 2.91). These results support Hypothesis1.

Tables 5 and 6 show that hypothesis2 were confirmed and ANOVA test, bearing the confidence of 95%. Across the four cultures, mean of avoid from psychological withdrawal and Avoid from physical withdrawal behaviors is differ. It is determined it these research that in power perspective organizations, avoid from psychological withdrawal with the mean of 3.67 and avoid from physical withdrawal behavior with the mean 3.69 the most mean in the contrast of other cultures. These results support Hypothesis 2.

Table 7 shows; there is a significant relationship between citizenship behaviors and Withdrawal behaviors. These results support Hypothesis 3 and Spearman test, bearing the confidence of 95%. There is a meaningful correlation between interpersonal citizenship behavior and Avoiding from psychology Withdrawal behaviors (correlation coefficients=0.205). Also we have observed, there is a meaningful correlation between interpersonal citizenship behavior and Avoiding from physical Withdrawal behaviors (correlation coefficients=0.207).

Also, table 7 shows; there is a meaningful correlation between organizational citizenship behavior and avoiding from psychology withdrawal behaviors (correlation coefficients=0.129). Also we have observed, there is a meaningful correlation between organizational citizenship behavior and avoiding from physical withdrawal behaviors (correlation coefficients=0.67). The results show “good citizens” or “good soldiers” more likely avoiding from withdrawal behavior .

In attention to the relationship between citizenship behavior and avoiding from withdrawal behavior, these suggestions are given as follow:

- Encourage the personnel to help their colleagues who have a lot of work to do .
- Showing the methods and procedures to personals who employment recently .

- Create a help, support and growing atmosphere for personnel in organization, in the way over than natural job expectations .
- Informing the colleagues about the problems which are related to their job .
- Acceptance of useful and helpful suggestions to change by managers .
- Encourage personnel to participation in organization activities, and in extensive with presence in meeting and conferences .
- Behaviors spreading in cultural area, basic value and skill .
- Training organization citizenship behavior culture to personnel.
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