

Relationship between organizational culture and organizational citizenship behavior among personnel of Islamic Azad University of Fars

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ABSTRACT

The aim of this study is to investigate the relationship between organizational culture and organizational citizenship behavior among staffs of Islamic Azad University of Fars (case study of 1st district units of Islamic Azad University). The research method is descriptive (correlational) and applied. The statistical population includes all the staff (managers, officers, and faculty members) of units of 1st district of Islamic Azad University of Fars. The sample size was estimated using Morgan table to be 351 participants and stratified random sampling method was used. Data collection tool was "Organ" questionnaire of organizational citizenship behavior with cronbach's alpha 0.84, Abraham's questionnaire of organizational culture with alpha coefficient 0.85, based on 5 degrees Lickert scale and binary checklist. The collected data were analyzed in terms of descriptive statistics such as central indices and skewness, as well as inferential statistics such as K-S test, Spearman correlation coefficient, Kruskal-Wallis, Friedman and binomial distribution using SPSS and Excel statistical software. The results showed that 1. There is a positive significant relationship among indices of organizational culture with factors of organizational citizenship behavior in the studied population. 2. The highest effectiveness among organizational citizenship behavior components belonged to politeness and consideration; and the least effective factors was that of organizational excellence. The highest effectiveness among factors of organizational culture belongs to innovation and the least effectiveness to job challenge. 3. The level of organizational culture and organizational citizenship behavior were different among managers, officers, and faculty members. In final, eleven applicable suggestions are provided for increasing the organizational culture through organizational citizenship behaviors.

KEYWORDS: organizational culture, organizational citizenship behavior, staff of Azad University

1- INTRODUCTION

In Bureaucratic system, all the effort of managers has been in obtaining more efficiency with maintaining the pyramid hierarchical of the organization. For this reason, there is surface and unreliable relations exist between the persons. However, in the human and democratic value system, there will be constructive and reliable relations among the people. In such an environment, there is a chance that be given to the organization and its members that they go further by their ability. Based on that, attention to citizens is increasing in the democratic value system. Now the importance of citizens has been understood as one of the most important sources of organization, their behavior also can be treated very important and therefore, many researchers to analysis the citizenship behaviors (Khorasani and K.Niri, 2011).

According to performed studies, the existed culture in the organization is one of the impressive factors in the emergence of the organizational citizenship behaviors in employees. In fact, a desired organizational culture can be a stimulus for efficiency and can increase the employees' productivity that this matter is to create and reinforcement of the organizational citizenship behaviors. The emergence of the citizenship behaviors in profit institutions can lead to increase the income and validity of such as institutions that will be affected on the country's economy in the large level.

From the other hand, the emergence of the organizational citizenship behaviors in level of governmental organizations and public institutions is very important according to their span and importance. Dissemination of organizational behaviors will lead to the increase of public trust to these organizations, promotes their performance and efficiency, will lead to the more and more increase of engagement in between the experts of the organization and will place these organizations along with people. Therefore, it is necessary that these behaviors and factors of their emergence of outbreak be identified and reinforced.

To achieve this end, it should be identify the organizational culture governing on the organization, because the factors of the organizational citizenship behaviors have root in organizational culture and to reinforce the organizational citizenship behaviors, while identifying the organizational culture governing on organization, the

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relation of the multiple dimension citizenship behaviors and organizational culture be identified and measured so that the way of effectiveness of organizational culture on the organizational citizenship behaviors be identified (Askarian & T. Attar, 2012).

Accordingly, what will be examined in this study is the examination of the relation between the organizational culture and organizational citizenship behaviors among the Islamic Azad university staff.

2. Organizational culture

Organizational culture is one of the most important theory concepts in the organizational development that most studies have been performed on it and multiple definitions have been done about it. Organizational culture is a set of basic assumptions that the people in the organization are developed in facing with issues, accordance with the environment and achieving the unity and inner solidarity, create, discover and also, it has been proved that they are profitable and valuable and in conclusion, it will be delivered to new members as a true method of understanding, thinking and feeling.

In other word, a set of values, guidance believes, agreements and methods of thinking that has been common among the members of organization is called organizational culture, are searched by the new members as a true method of performing duties and thinking (Zarei Matin, 2002). Denison (1997) believes that the basic values, beliefs and such assumptions that are existing in the organization, behavioral patterns that are coming from between these common values and organizations that are the indicator of the link between the assumptions and values and behavior of the organization members are called organizational culture (Robbins, translation of Parsaian and Erabian, 2002).

Beliefs, values and behavioral norms between the organization members that effect on the way of their performance are called organizational culture (Rabiei, 2006). Organizational culture can be known as a pattern of values and common beliefs that help the organization members to achieve an understanding from the organizational performance and provides such norms for the members' behavior in organizations (Dwyer, 2003).

Therefore, the culture is interpreted as a tenacious chain that leads to the organization's stability (Sharifi & Islamiyeh, 2013). Organizational culture has important functions, especially, provides the compatibility out of the organization and integration inside the organization (Schermerhorn, 2005), make a commitment and group identity (Kinicki Kreitner, 2007) that this identity, helps the group members in Synchronization and their conformity with the policies, missions and organization ends.

It acts as a social controller to strengthen the specified behaviors and dominant values and is effective on all the organizational interactions (Sharifi & Islamiyeh, 2013).

Organizational culture is a factor which from one side, is the splicer of the inner components of organizations and from the other side, is the factor of separation of the organization from others (Kewei, 2008).

3. Organizational citizenship behaviors

The concept of organizational citizenship behaviors was employed for the first time by Organ and Batman (1980), but before them, such persons like Kath & Kahn (1978) by differentiating between the function of role and innovative and spontaneous behaviors in 70th and 80th A.D and also before these years, Chester Barnard by expressing the concept of Willingness to cooperate in 1938, studied and considered this subject (Ibrahim Poor et al, 2011). Innovative and spontaneous behavior dimension that provided by Kath, is included of cooperation with others, organization protection, Voluntary constructive ideas, self-training and maintaining the desirable attitude to the organization.

Primary researches that performed in the field of organizational citizenship behaviors were more to identify responsibilities or such behaviors that employees have had in the organization, but often have ignored. These behaviors despite are measured incompletely in traditional assessments of the job performance or even sometimes were neglected, but have been beneficial in improving the organizational effectiveness; these actions that happening in the workplace are defined according to this definition: a set of voluntary and optional behaviors that are not from part of the formal duties of person, but despite of this, are performed by the person and leads to the effective improvement of duties and roles of organization (Appelbaum et al, 2004).

With these definitions, it is expected that the human, as the organizational citizenship, acts more than his/her role requirements and formal duties in the service of the organization purposes. In other words, construction of the meta-organizational citizenship behaviors following the identification, management and assessment of the meta-function behaviors of such employees that works in the organization and because of their behavior, organizational effectiveness improves dramatically (Bienstok et al, 2003).

In addition, other researchers have considered organizational citizenship behaviors, Organ (1988) knows the organizational citizenship behaviors as spontaneous and consciously behavior that are not reinforced directly or explicitly by the formal reward system, but totally promotes the organizational effectiveness.

The meaning of to be self- spontaneous and conscious is that this behavior was not the compulsory necessity of the role or based on the job description, but also is such a behavior based on the personal selection

and in case of not doing it, there will be no punishment (Sobhani Nezhad et al, 2010). In the view of Castro et al (2004), the organizational citizenship behaviors includes of following:

- 1- It is a behavior more than whatever that described for the organization employees formally;
- 2- It is an optional behavior and is according to the personal will.
- 3- It is a behavior that has not any reward following it or will not be appreciated by the formal organizational construction.
- 4- It is a behavior which is so important for the performance and success of the organization.

In general, there is a lot of literature around the organizational citizenship behaviors that many conceptualizations of organizational citizenship behaviors have been done and this, itself, leads to the bewilderment in the understanding of the mentioned term (Raub, 2008).

Organ defined the organizational citizenship behaviors as the behavior under the authority of the person and expresses that this class of behaviors are not considered explicitly and directly by the formal reward systems; but leads to the promotion of effectiveness of organizational functions and leads to the improvement off the effective performance of the organization (Moran et al, 1995).

The word of being optional means that these behaviors are not included of expected behaviors in the requirements of the role or description of job (H.K & GH, 2007). Organizational citizenship behaviors includes of employees' behavior such as performing extra duties, voluntary help to persons in the workplace, progression in self-profession and maintaining of it, following the rules(even not person obeys from it), protection of employees, maintaining a positive attitude and endure of discomfort in the workplace (Bolino & Torenly, 2003, according to Korkmaz & Arpasi, 2009). In fact, OCB is a behavior which went beyond the formal expectations, but is very necessary for the survival of the organization (Bolger & Somech, 2005).

4. METHODOLOGY

The methodology in terms of the way of collection of information (correlation) was descriptive and in terms of purpose, was practical. Analytical society of research was included of all employees (managers, employees and faculty members) of the first region Islamic Azad university units of Fars province. Sample volume provided according to the Morgan table which has 351 persons and to select the sample, Stratified random sampling method was used. Collection tools of information, was the questionnaire of ((Organ)) organizational citizenship behaviors with the Alpha coefficient 84/0, organizational culture questionnaire (Abraham) with Alpha coefficient of 85/0 in the 5 Likert degree spectrum and two statements check list.

Collected data were analyzed using descriptive statistics as central indexes and dispersion and inferential statistic methods such as K-S tests, Spearman correlation coefficient, Kraskalvalys, Friedman and binominal distribution using the SPSS statistical software and Excel.

5. Findings

Question 1: which relationship exists between the organizational culture components with the organizational citizenship components?

Table 1: Results of Spearman correlation coefficient between the organizational culture with the organizational citizenship behaviors.

component	index	Job challenge	communications	innovation	trust	Social cohesion
Polite and considerate	correlation coefficient	**0/479	**0/452	**0/585	**0/271	**0/607
	Sig	0/000	0/000	0/000	0/000	0/000
Type of friendship	correlation coefficient	**0/249	**0/700	**0/480	**0/677	**0/464
	Sig	0/000	0/000	0/000	0/000	0/000
Work ethic	correlation coefficient	**0/550	**0/609	**0/544	**0/469	**0/427
	Sig	0/000	0/000	0/000	0/000	0/000
Magnanimity and forgiveness	correlation coefficient	**0/558	**0/587	**0/509	**0/203	**0/598
	Sig	0/000	0/000	0/000	0/000	0/000
Organizational excellence	correlation coefficient	**0/666	**0/278	**0/629	**0/441	**0/381
	Sig	0/000	0/000	0/000	0/000	0/000

Table 1 shows the amount of correlation coefficients between the organizational culture components with the components of organizational citizenship behaviors. According to the calculated significant levels that are totally more than 05/0, it can be concluded that there is a positive significant relationship between the organizational culture components with the citizenship behaviors components in society.

Question 2: how is the priority of the effectiveness of each component of organizational culture and citizenship behaviors?

Table 2: the results of Friedman Test for ranking the organizational culture and organizational citizenship behavior components

Main component	Second component	Average rank	
organizational citizenship behavior	Politeness and consideration	3.29	<i>Chi-Square=21</i> <i>Df=4</i> <i>Sig=0.000</i>
	Humanism	2.92	
	Work ethic	2.89	
	Magnanimity and forgiveness	3	
	Organizational knowledge	2.87	
organizational culture	Job challenge	2.80	<i>Chi-Square=22</i> <i>Df=4</i> <i>Sig=0.000</i>
	Communications	2.95	
	Innovation	3.29	
	Confidence	2.99	
	Social coherence	2.97	

The findings of table 2 shows that the most effective component within the components of organizational citizenship behavior is belonged to politeness and consideration with average rank of 3.29 and then is magnanimity and forgiveness with average rank of 3, humanism with 2.92, work ethic with 2.89 and organizational knowledge with 2.87, respectively. In addition, the most effective component within the components of organizational culture is belonged to innovation with average rank of 3.29 and then is confidence with average rank of 2.99, social coherence with 2.97, communications with 2.95 and job challenge with 2.80, respectively.

Question 3: what difference is there between organizational culture of managers, personnel and the members of faculty with each other?

Table 3: Kruskal–Wallis test for comparing the organizational culture level of managers, personnel and the members of faculty

Organizational culture	Groups	Numbers	Average rank	X ²	Df.	Sig.
Job challenge	Personnel	167	161.57	10.22	2	0.006
	Faculty	165	195.96			
	Manager	22	159.93			
	Total	354				
Communications	Personnel	167	189.16	6.30	2	0.043
	Faculty	165	171			
	Manager	22	137.452			
	Total	354				
Innovation	Personnel	167	164	17.42	2	0.000
	Faculty	165	198.84			
	Manager	163.32	9/69			
	Total	195.24				
Confidence	Personnel	152				0.084
	Faculty		177.66			
	Manager	22	133			
	Total	354				
Social coherence	Personnel	167				
	Faculty	165				
	Manager	22				
	Total	354				

Regarding to table 3, because the amount of calculated X² for 4 components of job challenge (10.22), communications (6.30), innovation (17.42) and social coherence (9.69) in the significant level of 0.05 with free degree of 2 is upper than the critical amount of X² (5.99), so we can say there is a significant difference among the average ranks of groups and the organizational culture level of managers, personnel and the members of faculty is different with each other. So that in 3 components of job challenge, innovation and social coherence the organizational culture level of faculty members and in the component of communications the organizational culture level of personnel are more than other groups.

Question 4: what difference is there between organizational citizenship behavior of managers, personnel and the members of faculty with each other?

Table 4: Kruskal–Wallis test for comparing the organizational citizenship behavior level of managers, personnel and the members of faculty

Organizational citizenship behavior	Groups	Numbers	Average rank	X ²	Df.	Sig.
Politeness and consideration	Personnel	167	163	15.84	2	0.000
	Faculty	165	198.68			
	Manager	22	128			
	Total	354				
Humanism	Personnel	167	206.46	28.51	2	0.000
	Faculty	165	156.16			
	Manager	22	117.70			
	Total	354				
Work ethic	Personnel	167	154.16	24.89	2	0.000
	Faculty	165	206.10			
	Manager	22	140.23			
	Total	354				
Magnanimity and forgiveness	Personnel	167	157.18	21.57	2	0.000
	Faculty	165	203.79			
	Manager	22	134.61			
	Total	354				
Organizational knowledge	Personnel	167	165.62	9.29	2	0.010
	Faculty	165	194.11			
	Manager	22	143.16			
	Total	354				

Regarding to table 4, because the amount of calculated X² for 5 components of politeness and consideration (15.48), humanism (28.51), work ethic (24.89), Magnanimity and forgiveness (21.57) and organizational knowledge (9.29) in the significant level of 0.05 with free degree of 2 is upper than the critical amount of X² (5.99), so we can say there is a significant difference among the average ranks of groups and the organizational citizenship behavior level of managers, personnel and the members of faculty is different with each other. So that in 4 components of politeness and consideration, work ethic, Magnanimity and forgiveness and also organizational knowledge the organizational citizenship behavior level of faculty members and in the component of humanism the organizational citizenship behavior level of personnel are more than other groups.

Question 5: what useful strategies can we establish for increasing organizational culture via the organizational citizenship behaviors?

Table 5: the results of binomial distribution test for identifying useful strategies for increasing organizational culture via organizational citizenship behaviors

Strategies	Levels	Respond	Groups	Numbers	Observed ratio	Test ratio	Sig.
Educating the principles of organizational justice to organization supervisors	1	Agree	75 ⇒	139	0.139	0.50	0.000
	2	Disagree		8	0.08		
	Total			147	1		
Lack of discrimination in organization than to personnel via systemization and justice establishment in education, employment, adjustment, upgrading and promoting system and salary and wage	1	Agree	75 ⇒	138	0.138	0.50	0.000
	2	Disagree		9	0.5		
	Total			147	1		
Organizing rewarding system as individually and in group	1	Agree	75 ⇒	145	0.145	0.50	0.000
	2	Disagree		2	0.02		
	Total			141	0.141		
Determining individual purposes regarding to described job tasks for employees	1	Agree	75 ⇒	6	0.06	0.50	0.000
	2	Disagree		147	1		
	Total			146	0.146		
Designing educating courses for changing and breeding beliefs and behavioral patterns of all organization personnels	1	Agree	75 ⇒	146	0.146	0.50	0.000
	2	Disagree		1	0.01		
	Total			147	1		
Encouraging people for upgrading their work knowledge for improving work ethics in them	1	Agree	75 ⇒	144	0.144	0.50	0.000
	2	Disagree		3	0.3		
	Total			147	1		
Encouraging personnel to do job tasks and challengeable works for reinforcing committal moral in them	1	Agree	75 ⇒	138	0.138	0.50	0.000
	2	Disagree		7	0.7		
	Total			147	1		
Encouraging personnel to participate actively in sessions and representing applied and constructive suggestions	1	Agree	75 ⇒	141	0.141	0.50	0.000
	2	Disagree		6	0.6		
	Total			147	1		
Reinforcing humanism in organization personnel	1	Agree	75 ⇒	146	0.146	0.50	0.000
	2	Disagree		1	0.1		
	Total			141	1		
Increasing responsibility moral in personnel in a way they feel the organization is a part of their personality	1	Agree	75 ⇒	137	0.137	0.50	0.000
	2	Disagree		10	0.10		
	Total			141	1		
Creating a friendly, honestly and full of confidence space among personnel	1	Agree	75 ⇒	143	0.143	0.50	0.000
	2	Disagree		4	0.4		
	Total			141	1		

As you can see in table 5, the resulted findings from binomial distribution test (ratio) which regulated in frame of checklist and responded based on 147 specialists (the members of faculty and the managers under study of this research) and positive (agree) and negative (disagree) responds, can represent 11 applied suggestion for increasing organizational culture via organization citizenship behaviors as following:

- Educating the principles of organizational justice to organization supervisors.
- Lack of discrimination in organization than to personnel via systemization and justice establishment in education, employment, adjustment, upgrading and promoting system and salary and wage.
- Organizing rewarding system as individually and in group.
- Determining individual purposes regarding to described job tasks for employees.
- Designing educating courses for changing and breeding beliefs and behavioral patterns of all organization personnels.
- Encouraging people for upgrading their work knowledge for improving work ethics in them.
- Encouraging personnel to do job tasks and challengeable works for reinforcing committal moral in them.
- Encouraging personnel to participate actively in sessions and representing applied and constructive suggestions.
- Reinforcing humanism in organization personnel.
- Increasing responsibility moral in personnel in a way they feel the organization is a part of their personality.
- Creating a friendly, honestly and full of confidence space among personnel.

5- RESULTS

We analyzed the collected data and the found results in descriptive part showed the numbers of 170 female (48%) and 184 male (52%). The numbers of 167 persons (47.2%) were official personnel, 165 persons (46.6%) were the members of faculty and 22 persons (5.2%) were managers. The utmost average within the components of organizational citizenship behavior is belonged to the component of politeness and consideration (4.30) with standard deviation of 0.605, and the least average is belonged to organizational knowledge (4.13) with standard deviation of 0.765. Skewness and Kurtosis coefficient, also, is lower than 1 in all components. The utmost average within the components of organizational culture is belonged to the component of innovation (4.29) with standard deviation of 0.625, and the least average is belonged to job challenge (4.12) with standard deviation of 0.729. Skewness and Kurtosis coefficient, also, is lower than 1 in all components. The attained significant levels in all dimensions are lower than 0.05; so, with 95% confidence, it can be said that the data of this research don't follow the normality feature and non-parametric tests can be used for analyzing data. The resulted findings in inferential part show that:

- 1- There is a positive significant relationship between the components of organizational culture and the components of organizational citizenship behavior in the studied society.
- 2- The utmost effectiveness in the components of organizational citizenship behavior is belonged to the component of politeness and consideration with average rank of 3.29 and then magnanimity and forgiveness with average rank of 3, humanism with 2.92, work ethic with 2.89 and organizational knowledge with 2.87, respectively. And the most effective component within the components of organizational culture is belonged to innovation with average rank of 3.29 and then is confidence with average rank of 2.99, social coherence with 2.97, communications with 2.95 and job challenge with 2.80, respectively.
- 3- There is a significant difference among the average ranks of groups and managers' organizational culture level, personnel and the members of faculty is different with each other. So that in 3 components of job challenge, innovation and social coherence the organizational culture level of faculty members and in the component of communications the organizational culture level of personnel are more than other groups.
- 4- There is a significant difference among the average ranks of groups and managers' organizational citizenship behavior level, personnel and the members of faculty is different with each other. So that in 4 components of politeness and consideration, work ethic, Magnanimity and forgiveness and also organizational knowledge the organizational citizenship behavior level of faculty members and in the component of humanism the organizational citizenship behavior level of personnel are more than other groups.
- 5- Eleven applied suggestion for increasing organizational culture via organization citizenship behaviors can be implied as following:
 - Educating the principles of organizational justice to organization supervisors.

- Lack of discrimination in organization than to personnel via systemization and justice establishment in education, employment, adjustment, upgrading and promoting system and salary and wage.
- Organizing rewarding system as individually and in group.
- Determining individual purposes regarding to described job tasks for employees.
- Designing educating courses for changing and breeding beliefs and behavioral patterns of all organization personnels.
- Encouraging people for upgrading their work knowledge for improving work ethics in them.
- Encouraging personnel to do job tasks and challengeable works for reinforcing committal moral in them.
- Encouraging personnel to participate actively in sessions and representing applied and constructive suggestions.
- Reinforcing humanism in organization personnel.
- Increasing responsibility moral in personnel in a way they feel the organization is a part of their personality.
- Creating a friendly, honestly and full of confidence space among personnel.

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