



Investigating the Relationship between Human Capital and Organizational Citizenship Behavior from the Viewpoint of Female Managers of Private Hospitals Libraries

(Running title: Human Capital and Organizational Citizenship Behavior)

Marjan Arab-Rahmatipour^{*a}, Zohreh Mirhosseini^b, Alireza Ebadollahi-Natanzi^c

^a Department of Knowledge and Information Science, Science and Research Branch, Islamic Azad University, Tehran, Iran, ORCID: 0000-0002-0517-7548

^b Department of Knowledge and Information Science, Tehran North Branch, Islamic Azad University, Tehran, Iran, ORCID: 0000-0002-8469-8543

^c Imam Khomeini Higher Education Center, Agricultural Research, Education and Extension Organization (AREEO), Karaj, Iran, ORCID: 0000-0002-0749-3309

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Abstract

The purpose of this study was investigated the relationship among human capital and organizational citizenship behaviour from the viewpoint of female managers in private libraries in Tehran. The present study is a descriptive-correlation study. The statistics population consisted of all female managers employed in private hospitals libraries in Tehran (n=32). The data collection tool was questionnaire. The reliability of the internal consistency among the items was higher than 75% with the Cronbach's alpha coefficient. Statistical analysis was performed using SPSS version 22 software. The results of data analysis in this study showed that there is a positive and significant correlation between human capital and components of organizational citizenship behaviour from the viewpoint of female managers ($p < 0.01$). The strongest relationship was obtained in the research hypotheses between human capital and chivalry ($p = 0.004$). Worth giving to human capital, especially women cause organizational citizenship behaviour by employees. The women endure patience with disadvantages without expressing dissatisfaction with supporting the policies and activities of the organization. With this insight, they can improve the level of participation and cooperation in the organization's decisions.

Keywords: Human capital; Organizational citizenship behaviour; Female librarian managers; Tehran private hospitals.

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1. Introduction

One of the successes of organizations is the presence of employees (human capital) who are trying beyond formal tasks. Organizational behaviour that is done according to an individual's will and without waiting for a reward from the

organization, promotes the effective performance of the organization. It should be noted that factors contributing this behaviour are among employees. Job satisfaction, transformational leadership and supporter, organizational support, staff characteristics, delightful work, job engagement

* Corresponding author, Tel: +98-9192015852, Email: marabrahammatipour@gmail.com

and trust, organizational justice, are among the factors that can be expressed in such kind of behaviours [1]. Many managers want employees work more than their job descriptions and behave more than expectations and behave according to their wishes, which are not part of their official job responsibilities [2]. Such behaviour that leads to the organization's benefit is referred to as "organizational citizenship behaviour".

The term organizational citizenship behaviour (OCB) was first used by Organ and his colleague in 1983. Before him, it is defined by individuals such as Cohen as ultra-role behaviours [3]. Organ (1988) defined OCB as a behaviour of person's under the authority. According to him, these behaviours are not explicitly recognized by official remuneration systems and are not appreciated by the organization's structure, but they enhance the effectiveness of the organization's performance [4]. These behaviours are not in the employee recruitment commitment and are optional, and failure to do so does not result in disciplinary action. These behaviours are helpful to the organization and are not made due to work demands.

OCB that emphasize on the ultra- role behavioural of employees and managers plays a decisive role in the organizational process and the transformation of the traditional culture into an efficient culture. Therefore, the organizations will gradually take steps to create OCB, and then they will see significant increases in organizational efficiency and yield. Due to the complexity and importance of employee behaviours, it is various debates on emerging behavioural dimensions. Organizations can create and facilitate the creation of citizenship behaviour by systematic and rational systems for rewarding employees. Now that the importance of human capital is perceived as one of the most important sources of the organization, their behaviour can also be considered very important, and so many researchers have analysed the behaviour of citizenship. Generally, citizenship behaviour is a valuable and useful behaviour that individuals express it desired and voluntarily.

A look at the history of libraries and information centres shows that there are signs of flourishing and significant activity at all times, libraries and information assemblies have been step-by-step with scientists. Therefore, librarians who are responsible for protecting and disseminating knowledge in scientific fields, especially in medical science centres, need more attention. The results of this research can lead to a better understanding of the complex relationships between librarians in their work decisions. The relationships that are still not well understood, therefore, despite many studies of OCB, this research is important because of the lack of attention paid to the OCB of staff,

especially in hospital libraries with women's management, so this study is important. Because women are tighter in terms of professional ethics, and if they are satisfied with their work in the organizations, they usually expect less rewards and honours, therefore they are considered as human capital value for applying in management positions that can lead to libraries progress. Any planning and even investment in this part of human capital can ultimately lead to increased efficiency.

In this research, the relationship between human capital and organizational citizenship behaviour and its dimensions from the viewpoint of female managers employed in private libraries of Tehran was investigated.

2. Literature Review

There are different opinions about the dimensions of OCB. The studies of Podsakoff *et al.* (2000) showed that nearly 30 OCB have been identified, which in some cases there is a large conceptual overlap between them [5].

The most valid classification on related the dimensions of OCB, presented by the Organ (1998) [4]. From the perspective of the Organ, these dimensions are: Civic virtue, altruism, work behaviour, chivalry and courtesy [1]. Of course, he reminds that maybe the five dimensions of citizen behaviour do not appear simultaneously. Graham (1991) divides OCB into three categories: a) organizational obedience; b) organizational loyalty; c) organizational partnership [3]. According to Appelbaum *et al.* (2004), OCB is a set of voluntary and optional behaviours that are not part of the formal duties of an individual, but nevertheless performed by the staff and effectively improved the functions of the organization [6]. Hall (2009) believes that OCB by reducing the tension among individuals provides a Background for improving their effectiveness and performance in the organization [7]. Lavelle *et al.* (2009) wrote some of the citizen's behaviours are a source of excellence in the organization [8]. Luthans (2002) states the following dimensions for organizational behaviour: a) having self-confidence in challenging jobs; b) having optimism for success; c) the persevering for achieve to goals; d) suitable feedback and moving beyond issues when faced with problems [9].

Human capital as the source of creativity is the most important type of knowledge or Intellectual assets, and is one of the dimensions of positive organizational behaviour in the organization. Human capital is a cumulative of general and professional knowledge of staff and leadership as well as problem-solving and risk-taking abilities. In the definition of Bontis (1998), human capital represents a knowledge store of an organization that appears from staff, and is expressed as the collective capacity of an organization to extract the

best solutions by using the knowledge of its organization's members [10].

3. Previous researches review

The results of research's Barkand et al. [11] by subject of the relationship between OCB and work ethic in the staff of Tehran University of Medical Sciences showed that higher OCB leads to higher degrees of work ethic. Therefore, by training and strengthening OCB, can be improved the level of work ethic among employees. Yari Khiavi *et al.* [12] investigated the relationship between organizational culture and OCB in the Ministry of Sports and Youth. The results of their research showed that there is a positive and significant relationship between organizational culture and OCB. In their research, "participatory" and "flexibility" dimensions of organizational culture are considered as the most important predictor factors of OCB. In a study by Faraji Khiavi *et al.* [13] entitled "The relationship between organizational justice and organizational citizenship behaviour in educational hospitals of Ahvaz Jundishapur University of Medical Sciences", interactional justice component was estimated relatively poor and organizational justice and other components are relatively desirable. Also, there was a significant relationship between interactional justice and social customs, chivalry, and consciousness.

Nadi and Moghtaderi [14] in their research entitled "The relationship between ethical principles, job satisfaction, and psychological empowerment with organizational citizenship behaviour among private hospitals staff members in Shiraz" showed that there is a positive and significant relationship between these variables.

The results of Golestaneh [15], entitled "The Relationship between Psychological Capital and Organizational Citizenship Behaviour", among employees of Bushehr Education, showed that there is a significant relationship between psychological capital and OCB. He concludes that psychological capital has a positive role in promoting flexibility and hope, and ultimately leads to increased OCB. The findings of Taghizadeh and Shokri's research [16], entitled "investigating the relationship of organizational citizenship behaviour with the Dematetl approach", indicate the high power of components of altruistic, interpersonal harmony, and work conscience, which, according to the definition of OCB, these can be effective components. The results of the research by Khalesi *et al.* [17] also showed that organizational health has a significant relationship with the dimensions of OCB. The research of Khorengah *et al.* [18] also showed that there is a significant relationship between OCB and social capital in Zahedan cooperative general administration.

The results of Okurame's research [19] entitled "Impact of career growth prospects and formal mentoring on organizational citizenship behaviour" in the banking sector, showed that job growth perspectives are effective on the dimensions of chivalry, conscience and civic behaviour. Also, formal support systems are effective on chivalry, courtesy, and altruism. The result of Chompookum and Derr [20] in a number of organizations in Thailand showed that there is a significant relationship between internal job tendency and OCB.

The results of the research on the variables of OCB that have been carried out by various researchers in different dimensions indicate that there is a positive and significant effect between OCB and its components on the human resources of the organizations. In some studies, some dimensions are more desirable, and in some cases poorly reported, but in general, in all of them, there is a consensus on the importance of the issue of OCB and human resource management in organizations.

4. Dimensions studied in this research

Definitions that have been proposed by researchers in various research about dimensions of OCB in other countries, including the United States and China [4, 21, 22], have been further done in the following ways, and many Researchers have also used it [1]:

- a. Civic virtue
- b. Altruism
- c. Conscientiousness
- d. Interpersonal harmony
- e. Protecting organizational resources
- f. Chivalry (Sportsmanship)
- g. Courtesy

5. The Main question of this study

The present study was to answer this question that "What is the relationship between human capital and organizational citizenship behaviour from the point of view of female managers of private hospitals of Tehran?"

6. Research hypotheses

Hypothesis 1. There is a significant relationship between "human capital" and "civic virtue" from the viewpoint of female managers of private hospitals of Tehran.

Hypothesis 2. There is a significant relationship between "human capital" and "altruism" from the viewpoint of female managers of private hospitals of Tehran.

Hypothesis 3. There is a significant relationship between "human capital" and "conscientiousness" from the viewpoint of female managers of private hospitals of Tehran.

Hypothesis 4. There is a significant relationship between “human capital” and “interpersonal harmony” from the viewpoint of female managers of private hospitals of Tehran.

Hypothesis 5. There is a significant relationship between “human capital” and “protecting organizational resources” from the viewpoint of female managers of private hospitals of Tehran.

Hypothesis 6. There is a significant relationship between “human capital” and “chivalry (Sportsmanship)” from the viewpoint of female managers of private hospitals of Tehran.

Hypothesis 7. There is a significant relationship between “human capital” and “courtesy” from the viewpoint of female managers of private hospitals of Tehran.

7. Method

This research is applied in terms of its purpose and the method of data collection was descriptive-correlation. The statistical population consisted of all female managers employed in the libraries of private hospitals in Tehran in 2016 with a total of 32 people. Due to the constraints of the statistical population, data collection was done in a complete way. According to the subject and objectives of the research, two standardized questionnaires were used, which consisted of three parts:

1. To obtain demographic characteristics including age, academic degree and field of study;

2. Bontis' intellectual capital questionnaire [23], human capital questions with 15 phrases;

3. Markoczy and Xin's organizational citizenship behavioural questionnaire [21], with 27 phrases.

Scoring was done based on Likert's five-item scale (strongly disagree = 1, disagree = 2, neither agree nor disagree = 3 agree = 4, strongly agree = 5 for human capital questionnaire, and 1 = very low, 2 = low, 3 = average, 4 = high, 5 = very high for OCB questionnaire).

Cronbach's alpha method was used to measure the internal consistency of the phrases. For the human capital and OCB questionnaires it was obtained 0.760 and 0.785, respectively. The results of the Kolmogorov-Smirnov test showed that the samples were obtained from a population with normal distribution, so, according to the level of measurements of variables, questions and research hypotheses, Pearson's correlation coefficient was used. Statistical analysis was performed using SPSS version 22 software.

8. Findings

The results of this study showed that most female managers in private hospitals in Tehran were between the age group of 31-50 years old (81.25%). Most of the managers of these libraries had bachelor's and master's degrees (84.87%), 25 people had librarianship and 7 had non-field subjects (Table 1).

Table 1. Demographic characteristics of female managers of private hospitals' libraries of Tehran

Variables	Number	Percentage	
Age group (year)	20-30	4	12.50
	31-40	14	43.75
	41-50	12	37.50
	51 years old and more	2	6.25
Academic degree	PhD	1	3.12
	MSc	12	37.50
	BSc	15	46.88
	Associate degree	4	12.50
Field of Study	Librarianship	25	78.13
	Non- librarianship	7	21.87

The scoring of responses of female managers employed in Tehran's private hospitals libraries are presented in the seven dimensions of the survey in table 2. As can be seen in this table, the highest score is "interpersonal harmony", with an average of 4 points equal to 3.719. The total scores obtained from OCB and human capital variables were 3.655 ± 0.114 and 3.781 ± 0.217 , respectively.

Table 2: Scores obtained from the responses of female managers employed in the private hospitals of Tehran regarding the dimensions examined

Dimensions Examined	Mean	Minimum	Maximum	Range	Variance	Standard Deviation	Number of Items
Civic virtue	3.586	3.344	3.750	0.406	0.030	0.173	4
Altruism	3.703	3.656	3.813	0.156	0.006	0.077	4
Conscientiousness	3.625	3.500	3.781	0.281	0.015	0.122	5
Interpersonal harmony	3.719	3.656	3.781	0.125	0.003	0.054	4
Protecting organizational resources	3.594	3.500	3.656	0.156	0.007	0.083	3
Chivalry (Sportsmanship)	3.677	3.625	3.719	0.094	0.002	0.044	3
Courtesy	3.680	3.500	3.875	0.375	0.028	0.167	4
OCB	3.655	3.344	3.875	0.531	0.013	0.114	27
Human Capital	3.781	3.375	4.094	0.719	0.046	0.217	15

The total score of the respondents based on the number of propositions related to all dimensions examined showed that the average of the total score obtained from 27 phrases from female managers in private hospitals in Tehran (32 people) was equal to 98.687 ± 5.342 from of the maximum score that was 108. The highest score was related to the dimension of "interpersonal harmony" with an average score of 14.875 ± 1.099 , and after that "altruism" of an average of 14.812 ± 0.780 .

The obtained results of the relationship between human capital and research hypotheses in the studied society show a significant relationship between all dimensions with the human capital variable (Table 3). The most significant was the dimension of "chivalry" ($p= 0.004$) and then "Civic virtue" ($p =0.005$). Correlations were positive and direct in all the relationships. This result shows the high effect of these two dimensions of OCB in compare of other dimensions of human capital from the viewpoint of female managers employed in the private hospitals' libraries of Tehran.

Table 3: Results of Pearson correlation test between human capital and Dimensions of OCB

Human Capital	Dimensions of Organizational Citizenship Behavior						
	1	2	3	4	5	6	7
Pearson's Correlation Coefficient	0.488**	0.416*	0.370*	0.462**	0.358*	0.500**	0.417*
Sig. (2-tailed)	0.005	0.018	0.037	0.008	0.044	0.004	0.018
Correlation Direction	Positive & Direct	Positive & Direct	Positive & Direct	Positive & Direct	Positive & Direct	Positive & Direct	Positive & Direct
Number of Samples	32	32	32	32	32	32	32

** Correlation is significant at the 0.01 level; * Correlation is significant at the 0.05 level. & Numbers mean are: 1; Civic virtue, 2; Altruism, 3; Conscientiousness, 4; Interpersonal harmony, 5; Protecting organizational resources, 6; Chivalry (Sportsmanship), 7; Courtesy.

9. Discussion and Conclusion

The significant presence of women in important organizational places as managers of the private hospitals' libraries in Tehran is due to the value of these human capitals. The average age of librarians also indicates the potential of young people in the field of knowledge and information science. The academic degrees among the majority of managers in these libraries also indicate the strength and scientific potential of these libraries, which can lead to their familiarity with the modern sciences and a better understanding of OCB among these valuable human capitals. Many of the managers in this study have a degree in their field (78.13%), and despite the appropriate scientific storage, the necessary knowledge in their field of professional, will be able to easily and with theoretical expertise as the most important assets as human being in the organization, with a proper connection with other librarians of other organizations, will take steps to play the role of OCB.

In the *first hypothesis*, observance of "civic virtue" and attention to participation and accountability in the librarians of private hospitals' libraries of Tehran represent the behaviour and also presentation an appropriate manner of OCB in these places, all of which are manage by female managers. Civic virtue is one of the factors that caused reputation and improvement of organizational services [21]. In this research, the population studied, they did behaviours such as participate in extracurricular activities and providing beneficial suggestions. The Pearson's correlation coefficient is 0.488 and Sig. (2-tailed) = 0.005 confirms this relationship completely.

The *second hypothesis* of the research suggests that "altruism" exists among librarians in the private hospitals' libraries of Tehran with women's management. By inspired from pattern of OCB, they help each other in works. The relationship obtained from Pearson's correlation test is also indicated ($r = 0.416$ & Sig. (2-tailed) = 0.018). Generally, altruism refers to useful and beneficial behaviours such as the creation of intimacy and empathy among colleagues and is a kind of voluntary contribution to colleagues in the performance of their duties [24].

The *third hypothesis* suggests that in research community by women's management, employees carry out behaviours beyond the needs of the job, such as obeying the laws and regulations and the seriousness of the work. Markoczy and Xin [21] also expressing that employees in their OCB approach take their work seriously when someone does not see them. Organ [4] argues that people with progressive citizenship behave, in the worst conditions, even when they are illness, because of their work conscientiousness. The results of this study also show the relation between

"conscientiousness" and human capital ($r = 0.370$ & Sig. (2-tailed) = 0.037).

The results of the *fourth hypothesis* show that managers in the community do not use the position of power to pursue their personal gain. In the dimension of "interpersonal harmony", the way people behave with colleagues, supervisors and organizational audience is such that employees work to prevent work-related problems of their colleagues in the organization [16]. The results also show that this dimension of research has a significant relationship with the human capital variable ($r = 0.462$ & Sig. (2-tailed) = 0.008).

The *fifth hypothesis*, in the "protection of organizational resources" dimension, refers to behaviours in which defending the organization against threats, participating in gaining good repute for the organization, and taking part with others in order to achieve the overall interests of the organization [21]. The present study showed that there is a significant correlation between OCB and human capital, so that the Pearson's correlation coefficient is equal to 0.358 and the significance level is 0.044 that confirms this relationship.

In the *sixth hypothesis* of female managers in the statistical society the present study is conducted with chivalry morale and tolerance against adversity, without expressing dissatisfaction, supported the policies and activities of the organization. From their viewpoint, the implementation of new changes in the organization does not affect their goals to further the organization's planning. The relatively strong relationship between the dimension of "chivalry" and human capital also expresses this issue ($r = 0.500$ & Sig. (2-tailed) = 0.004). Employees, who display chivalry morale in this way, by taking responsibility and willingness to accept new technologies, enhance the ability of the organization's resources [25]. This dimension of research is consistent with research of Esmaeeli *et al.* (2013). In their research also the dimension of chivalry was above privileged [26].

The results obtained in the *seventh hypothesis* show the relationship between OCB and the "Courtesy" dimension of human capital in this study society ($r = 0.417$ & Sig. (2-tailed) = 0.018). Courtesy is one of the components that suggest avoiding harm to the organization. It also the thinking of reflects effect of individual behaves on the others [27]. In the community of this study, managers are thinking about it that their behaviour in the direction of positive organizational goals will affect others.

As table 4 shows, the correlation coefficient between the two factors is equal to $r = 0.616$ and Sig. (2-tailed) = 0.000. Therefore, this relationship was significant at the level of 0.01. The results of this study showed that there is a positive and significant relation between human capital and OCB

from the viewpoint of female managers employed in private hospitals in Tehran.

Table 4: Results of Pearson correlation test between human capital and OCB

Human Capital	Organizational Citizenship Behavior			
	Pearson's Correlation Coefficient	Sig. (2-tailed)	Correlation Direction	Number of Samples
	0.616**	0.000	Positive & Direct	32
**. Correlation is significant at the 0.01 level				

Specialist manpower is key elements in the success and development of hospital libraries. In fact, human resources are that done harmony other aspects of development of the organization. The productivity of such libraries depends on the behaviour and performance of its human resources. It is important that the promotion of the quality of human resources only is not achieved by technical and specialized training, but rather by planning and encouraging OCB to develop the goals of the organization. The results of this study were consistent with the results of Barkand et al. [11], Yari Khiavi et al. [12], Taghizadeh and Shokri [16], Golestaneh [15], Esmaeeli Moghadam et al. [26], Okurame [19] and Khorangah et al. [18].

The results of this research and other studies carried out by other researchers indicated that organizations can provide the necessary context for human resources' satisfaction, according to the principles and criteria of OCB. As the most important asset of an organization, they are able to grow and enhance the organization by offering professional ethics, and applying their own experiences and attributes. According to the results of this study, it seems that in such a society, women's management will play more important role. Due to the rapid growth of technology and the speed of scientific and cultural advances in the present era, which has led to international competition among organizations on the global arena, organizations are looking for a new direction to be more prominent in this perspective. In this regard, validating and paying attention to organizational citizenship behaviour can be considered as a fundamental step.

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Conflict of interest

The authors declare that they have no competing interests.

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