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Designing a Model of Organizational Citizenship Behavior from a Social Perspective in the Iranian Red Crescent Society

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Abstract

INTRODUCTION: A good organizational citizen is a thought and idea that includes various behaviors of employees such as accepting and assuming additional duties and responsibilities, following organizational rules and procedures, maintaining and developing a positive attitude, being patient, and tolerating dissatisfaction and problems in the workplace. The increase in the level of organizational citizenship behavior (OCB) in the organization makes the organization an attractive environment for work.

In other words, the desired level of OCBs affects the improvement of the performance of employees and, in general, the organization. The Iranian Red Crescent Society is one of the human-centered organizations, and observing the indicators of citizenship behavior is one of the effective factors in the success of its performance. Therefore, this study aimed to investigate the OCB from a social perspective in the Iranian Red Crescent Society.

METHODS: The present applied study was conducted based on an exploratory qualitative approach. The statistical population of this study consisted of all managers and employees of the Iranian Red Crescent Society. The required data were collected using in-depth semi-structured interviews, which reached saturation after holding 14 interviews. To analyze the data, content analysis, meta-synthesis, and fuzzy Delphi methods using grounded theory were applied. The MAXQDA software (version 10) was used in the theory analysis process.

FINDINGS: In this study, the results were classified into 78 concepts, 14 sub-criteria, and 2 main criteria, including the dimensions of citizenship behavior and the consequences of citizenship behavior. The most important dimensions of OCB consisted of the categories of helpful behaviors, individual creativity, organizational obedience, organizational loyalty, chivalry, civic virtue, and personal growth.

CONCLUSION: The results of data analysis showed that the categories of increasing performance productivity and effectiveness, promoting positive relationships among employees, boosting efficiency in resource allocation, reducing maintenance costs, creating the necessary flexibility for innovation, improving customer service, using rare resources effectively were the most important consequences of observing OCB from a social perspective in the IRCS.

Keywords: Citizenship Behavior; Content Analysis; Fuzzy Delphi Technique; Organization; Red Crescent

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Introduction

Organizational citizenship behavior (OCB) is a technical psychological term used to describe a set of individual behaviors within a group. This term was first defined by Dennis Organ in 1988: "an individual behavior which is not rewarded by a formal reward system… but that, when combined with the same behavior in a

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group, results in effectiveness." In the business world, OCB is closely related to productivity at work, employee effectiveness, and other factors that can affect business in the short and long term. Common OBC occurs in business when employees gather in a group to work together regularly and permanently or temporarily for a specific activity. For example, marketing department employees constantly display their OCB since they all work in the same department. Even employees who gather together for a temporary and specific activity show OCB, although for a limited time.

Organizational citizenship behavior is desirable for any organization since it is related to important organizational variables, such as job satisfaction, system maintenance, and organizational productivity. A good organizational citizen is a thought and idea which includes various behaviors of employees, such as accepting and taking on additional duties and responsibilities, following organizational rules and procedures, maintaining developing a positive attitude of patience, and tolerating dissatisfaction and problems at work (1).

According to organizational theories and hypotheses, OCB certainly contributes to the competition and performance of organizations and the notable point is that the desire for citizenship behavior due to the increasing global competition is of particular importance. Organizational citizen behavior is of practical significance due to the fact that it enhances organizational efficiency and effectiveness by contributing to resource change, innovation, and adaptability in complex, ambiguous, and team-oriented work environments (2).

Considering that increasing effectiveness has always been one of the managers' issues and concerns, understanding OCB and its establishment grounds can be effective and useful steps to achieve this aim, which highlight the importance and necessity of studying such behaviors in the organization. In this respect, the findings of the present research can be suggestions and practical solutions to help employees of the organization who are looking for ways to achieve the ultimate goals of the organization in the current situation; what is most important are the benefits the organization gains through the implementation of such behaviors.

The Iranian Red Crescent Society is one of the governmental organizations operating under the supervision of the Ministry of Interior of the Islamic Republic of Iran and is responsible for helping and assisting people in times of crisis, such as floods, earthquakes, and wars, nationally and internationally. Therefore, considering the type of activity of the IRCS and the role of human resources in the success rate of this organization, it is necessary to pay attention to citizenship behaviors and observe its standards. The current situation of the Red Crescent Society indicates the lack of a model of OCB; therefore, this study was conducted to present a model of OCB from a social perspective in the Red Crescent Society.

Esfandani et al. (2020) in a study investigated the relationship between organizational justice and OCB among municipal employees in the 19th district of Tehran, Iran, and found that there was a positive and significant relationship between these two factors. Moreover, the results of the correlation test showed that all components of organizational justice (distributive, procedural, and interactional justice) had a positive and significant relationship with OCB.

Ardestani and Rezghi (2019) examined the relationship between moral intelligence and OCB among the staff and faculty members of Aburaihan Campus, University of Tehran, Tehran, Iran, as a case study. They reported that moral intelligence and all its components (i.e., integrity, compassion, responsibility, and forgiveness) had a positive and significant relationship with OCB. In another research, Lashgari et al. (2019) investigated the underlying factors in the formation of OCB among the staff of University Jihad University of Tehran, Tehran, Iran, as a case study. Based on the results of the mentioned research, among the underlying factors in the formation of OCB were the lack of organizational justice, existence of appropriate welfare indicators, peace of mind, proper overtime, good and low-interest loans, appropriate physical conditions of the organization, and proper management indices.

Rezazadeh (2019) investigated the relationship between psychological capital and OCB and reported that among the components of psychological capital, efficacy, optimism, and resilience had the most predictive power of OCB in descending order. In another piece of research, Yousefvand et al. (2019) examined the effect of personality traits in the development of the professors of Farhangian University, Lorestan, Iran, and found that there was a significant

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relationship between five personality factors and OCB among these cases.

Khalili et al. (2019) studied the effect of OCB on the productivity and quality of work-life among school principals. According to the findings of the mentioned research, the components of OCB had a statistically significant relationship with productivity and quality of work-life of principals, and among the components of OCB, chivalry and conscience had the most and least relationships with the quality of work-life, respectively. Razi and Saber (2018) conducted a study to predict teachers' OCB based on cultural intelligence and conflict management and reported that the relationship of strategic intelligence, cognitive intelligence, motivational intelligence, and behavioral intelligence with conflict management was significant. It was also revealed that, in general, among these variables, behavioral intelligence had the greatest impact on predicting teachers' OCB and had enormous predictive power. In order to be able to manage the conflicts in the workplace more properly, it is necessary to strengthen teachers' cultural intelligence.

In another piece of research, Jamshidi et al. (2017) investigated the effect of OCB on social work among the staff of the Ministry of Roads and Urban Development, Karaj, Iran. Accordingly, among all components of OCB, altruism, conscientiousness, sportsmanship and civic virtue had a negative and significant effect on social loafing, and altruism had the greatest effect on reducing social loafing among employees. Noshi and Ghouchani (2016) carried out a study entitled "The relationships between organizational culture and organizational citizenship behavior with the utilization of Denison model in the ministry of industry, mine, and trade". They reported that only the participation factor could improve the OCB of employees.

Feng et al. (2019) in a study entitled "Customer orientation and firm performance: the joint moderating effects of ethical leadership and competitive intensity" found that ethical leadership and customer orientation affect organizational performance; therefore, human leadership and moderate leadership help companies better understand the customer orientation to increase their performance. Mohammad et al. (2019) performed a study entitled "Corporate social responsibility and organizational citizenship behavior: the mediating role of job satisfaction", and showed that two out of the four dimensions of corporate social responsibility (CSR), namely CSR to society, environment, and government, had a significant and positive effect on OCB. On the other hand, CSR towards employees was the only variable among the four dimensions of CSR perception that had a significant and positive effect on employees' job satisfaction.

Miao et al. (2018) in a study investigated the effect of leaders' emotional intelligence on employees' work performance and OCB and found that the leaders' emotional intelligence determines incremental credibility and relative value in predicting employees' performance and OCB after controlling cognitive ability and the big five personality traits. Chan and Lai (2017) in a study entitled "Understanding the relationship between communication satisfaction, perceived justice, and OCB" showed the need to increase communication methods and create a fair work environment to encourage voluntary behaviors. The results of a study performed by Anas et al. (2016) to investigate the effects of social media on organizational behavior in non-democratic countries revealed that the use of social media had a positive impact on internal and external processes of organizations, especially on the focus on the managers and employees' behaviors.

Demir (2015) in a study entitled "Teachers' organizational citizenship behaviors and organizational identification in public and private preschools" showed that there was a significant difference in teachers' OCBs and organizational identity, based on their work status.

Methods

This applied research was conducted based on an exploratory qualitative approach. The required data were collected through holding in-depth semi-structured interviews, in which the researcher prepares the necessary subjects and topics in advance to cover the information; however, the questions are open and general, meaning that they are not prepared beforehand and the interview process largely relies on questions that arise spontaneously during the interviewer and the interviewee. The statistical population of this qualitative research consisted of university professors, managers of Red Crescent

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Society, and experts in the related field.

In this study, the researcher reached saturation after holding 14 interviews. The samples were selected using the snowball sampling method; in this method, initially, one of the managers and experts in the field is interviewed, and then, the person will be asked to introduce the friends, acquaintances, or individuals who may be suitable for the interview to the researchers. The gathered data were analyzed in SMART-PLS software using the Delphi method according to the Likert spectrum by means of mean and standard deviation scores of the components to identify the optimal status of the components of indicators related to OCB from a social perspective.

The construct validity of the questionnaire was assessed using the confirmatory factor analysis, and the indicators were prioritized using the ANP-DEMATEL technique. This technique analyzes the content and tries to use the articles to analyze the textual data and extract the main indicators. This comparative study was conducted to investigate the indicators related to OCB from a social perspective, in which the main components were extracted from the sources in a coded way through the analysis of the importance-performance of the research content. The study of the most important indicators related to OCB from a social perspective was performed to be used as a source of these indicators by analyzing the content of documents (upstream documents, articles, and dissertations).

Findings

According to the descriptive findings obtained from the demographic section of the questionnaire, 9 and 5 cases were respectively male and female. Moreover, 2, 7, 4, and 1 subjects were under 30, 30-40, 40-50, and over 50 years old, respectively. Considering the education level, 5, 7, and 2 respondents held undergraduates and lower, graduates, and PhD degrees respectively. It was also revealed that 7, 2, and 5 cases were respectively middle managers, senior managers, and experts of the organization. Based on these results, 2, 7, 3, and 2 participants had less than 5, 5-15, 15-25, and more than 25 years of work experience (Table 1).

Introduction of indicators related to organizational citizenship behavior from a social perspective in the IRCS

In order to achieve the objectives of the research, in-depth, semi-structured interviews were conducted with professors, managers, and experts of the Iranian Red Crescent Society. The investigation and identification of common key components of indicators related to OCB from a social perspective were implemented through qualitative analysis of findings. Afterward, the results were classified into 78 concepts, 14 sub-criteria, and 2 criteria, including citizenship behavior dimensions and citizenship behavior consequences.

Citizenship behavior dimensions include the sub-criteria of helpful behaviors, individual creativity, organizational obedience, organizational loyalty, chivalry, civic virtue, and personal growth. Citizenship behavior consequences consist of increasing productivity of performance and effectiveness, promoting positive relationships between employees, boosting efficiency in resource allocation, reducing maintenance costs, creating the necessary flexibility for innovation, improving customer service, and using scarce resources effectively. The results of the codes extracted from the interviews are presented in Table 2. Table 3 identifies the main categories, subcategories, and related concepts of the research.

According to the extracted data from the interviews and reaching saturation, how categories and classes are formed, and finally, the analysis of the information collected using MAXQDA statistical software (version 10), Figure 1 was produced to depict a model of factors affecting OCB from a social perspective.

Table 1. Demographic characteristics of the research participants

Gender		Age (years)				Education			Work experience (years)				Post		
Male	Female	Under 30	40-30	50-40	Over 50	Undergraduate and under	Graduate	PhD	Less than 5	5-15	15-25	more than 25	Senior managers	Middle managers	experts
9	5	2	7	4	1	5	7	2	2	7	3	2	2	7	5

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Table 2. Codes extracted from interviews

Category	Expression	Frequency
Equal and more observed results of employees' activities with organizational goals	The observed results of employees' activities are equal to and greater than organizational goals.	9
Change the success rate of work results with proper management practices	The success rate of work results changes with proper management practices.	5
Apply the right practices to maximize employee performance and effort	The right practices are implemented to maximize employee performance and effort.	6
Strive to hire professional and experienced staff	Efforts are made to hire professional and experienced staff.	3
Existence of job passion and motivation	Employees have job passion and motivation.	4
Willingly participation in all organizational meetings	Participation in all meetings of the organization is willingly.	3
Trying to respect the colleagues' rights	It is tried to respect the rights of colleagues.	7
Worry about the consequences of decisions and actions on other colleagues	There is often worry about the consequences of decisions and actions on other colleagues.	7
Take steps to avoid problems with other employees	Some steps are taken to avoid problems with other employees.	8
Collaborate constantly in fulfilling assigned tasks with colleagues	Collaborations are always made with colleagues to fulfill the assigned tasks.	5
Solve the challenge of cultural and ethnic diversity	The challenge of cultural and ethnic diversity is solved.	6
Establish intergroup trust	Intergroup trust is established.	4
Understanding the competencies and capabilities of colleagues	Employees understand the competencies and capabilities of their co-workers.	2
Attention to intangible assets, such as knowledge	In the organization, intangible assets, such as employee knowledge, are paid attention to.	3
Increase the share of educational credits, compared to other competitors	In the organization, the share of educational credits increases, compared to other competitors.	3
Increase the share of welfare credits, compared to other competitors	In the organization, the share of welfare credits increases, compared to other competitors.	3
Consider lower costs for professional staff than for non-professional staff	Lower costs are considered for professional staff than for non-professional staff.	2
Provide treatment facilities	Treatment facilities are provided for staff.	5
Provide sports facilities for staff health	Sports facilities are provided for staff health.	8
Pay salaries based on the performance of individuals	Salaries are paid based on the actual performance of individuals.	9
Overtime based on real need	Overtime is based on actual needs.	9
Responding to the customers' needs and various current changing events and diseases	The customers' needs and the various current changing events and diseases are responded to.	11
Provide new and up-to-date services in line with the changing external environment	New and up-to-date services are provided in line with the changing external environment.	10
Correct and effective responses to changes in the business environment	Correct and effective responses are given to changes in the business environment.	9
Employees' multiple skills	Employees have multiple skills.	4
Periodically staff rotation activities in several departments	The rotation in the organization and the activities of the employees are alternated periodically in several departments.	4

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Table 2. Continued

Welcoming changes and adapting to them	Employees welcome and adapt to changes.	5
Accepting changes voluntarily and not resisting them	Changes are accepted voluntarily and are not resisted.	3
Provide documentation and regulations for better customer service	Documents and regulations are provided to employees to better serve the customer.	2
Timely response to the issues and problems of patients and customers	Staff responds timely to patients' and customers' issues and problems.	4
Perform the assigned tasks with the least mistakes	Employees perform their duties with the least mistakes.	9
Attendance at work with a positive attitude	Employees attend the workplace with a positive attitude.	7
Not using one's time in the organization to do personal affairs	Employees do not use their working time in the organization to do personal affairs.	5
Not using organizational resources, such as telephones, copiers, computers, and cars, for personal affairs	Employees do not use organizational resources, such as telephones, copiers, computers, and cars, to do personal work.	5
Not using sick leave as an advantage	Employees do not see sick leave as an advantage and do not make excuses for using it.	5
Try to solve the colleagues' work problems willingly to achieve greater productivity	They try to solve employees' work problems willingly; therefore, employees can achieve greater productivity.	4
Help absent colleagues	Help co-workers who were absent.	6
Feeling the need to help individuals with tedious and heavy tasks	There is a feeling of need to help individuals with tedious tasks.	4
Try to guide newcomers despite lacking due commitment	Employees, although not committed, try to guide newcomers.	3
Permanent punctuality at the workplace	Employees are always punctual to attend the workplace.	3
Pay attention to ads and notes in the organization	Ads and notes are paid attention to in the organization.	2
More energy and talent	Employees with more energy and talent are more successful in the organization.	7
Multiple skills with specialized talents	Employees with multiple skills with specialized talent are more successful.	8
Create and develop new individual ideas	Employees strive to create and develop new personal ideas.	8
Willingness to use new technologies	There is a tendency in the organization to use new technologies.	9
Hire more intelligent and creative individuals	In the initial interview, intelligent individuals with more creativity are hired.	10
Obedience to the rules of the organization, including instructions, rules, regulations, even when no one is supervising	The rules of the organization, including instructions, regulations, and bylaws are obeyed even when no one is supervising.	6
Inform supervisor or manager before taking any important action	The supervisor or manager will be notified before taking any important action.	6
Having a strong organizational commitment	Employees have strong organizational commitment.	7
Recognize the existence of fairness in the distribution of rewards	Employees recognize the existence of fairness in the distribution of rewards in the organization.	2
Protect the interests of the organization voluntarily	Employees voluntarily protect the interests of the organization.	2

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Table 2. Continued

Support the creation of organizational goals voluntarily	Employees voluntarily support the creation of organizational goals.	4
Improving the position of the organization among others	Employees strive to improve the position of the organization among others.	3
Protection and defense against external threats	Employees protect and defend the organization against external threats.	5
Stay committed to the organization in difficult situations	Employees stay committed to the organization in difficult situations.	4
Timely payment of salaries	Salaries are paid on time.	6
Pay rewards based on the extraordinary performance of individuals	Rewards are paid based on individuals' outstanding performance.	9
Grant long-term loans to employees	Employees are granted long-term loans.	7
Provide suitable facilities for staff housing	Suitable facilities are provided for staff housing.	3
Spirituality at work	Employees are proud of the spiritual aspects of their work.	2
Spend a lot of time for tea or breakfast despite work pressure	A lot of time is spent on tea or breakfast despite the work pressure.	4
Tendency to exaggerate trivial issues	There is a tendency in the organization to exaggerate trivial issues and make a mountain out of a molehill.	1
Complain of trivial issues	A lot of time is spent complaining about trivial issues.	5
Permanent searching for the shortcomings and deficiencies of the organization	Employees are permanently looking for finding the shortcomings of the organization.	3
Protest to manager for changes	Employees object to any change announced by the manager.	5
Objection to the duties and responsibilities assigned to individuals	There is no objection to the duties and responsibilities assigned to individuals.	4
Eliminate the shortcomings and deficiencies of the organization	I am always trying to eliminate the shortcomings and deficiencies of the organization.	6
Pay attention to follow the changes announced by the administrator	The changes announced by the manager are followed.	2
Perform activities that are not necessary; however, they display a good image of the organization	Activities are performed that are not necessary; however, they display a good image of the organization.	3
Information on the progress and development of the company	There is complete information about the progress and development of the company.	5
Ignore notices, messages, and posters that provide information about the organization	Notices, messages, and posters that provide information about the organization are ignored.	3
Regular and punctual arrival of employees	Employees always arrive at work on time.	2
Complete and fulfill the assigned tasks on time	The assigned tasks are fulfilled and completed on time.	5
Strive to keep the work environment clean and tidy at all times	Employees try to collaborate in keeping their work environment clean and tidy.	9
Speed in performing tasks	Employees are quick to perform their duties.	6
Strive to professional growth	Employees are constantly striving for their professional growth.	4
Trust to other employees and organization	Employees trust other employees and the organization.	3
Employees' sense of self-efficacy and confidence	Employees have a sense of self-efficacy and confidence.	7

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Table 3. Classification of codes

Main categories	Subcategories	Related concepts
Consequences of organizational citizenship behavior	Increasing productivity, performance, and effectiveness	Equality and more observed results of employees' activities with organizational goals, changing the success rate of work results with proper management practices, applying correct methods to maximize employee performance and effort, trying to hire professional and experienced employees, the existence of job passion and motivation
	Promoting positive relationships between employees	Participating willingly in all meetings of the organization, trying to respect the rights of colleagues, being worry about the consequences of decisions and actions on other colleagues, taking steps to avoid problems with other employees, collaborating constantly in fulfilling assigned tasks with colleagues, solving the challenge of cultural diversity and ethnicity, establishing intergroup trust, recognizing the competencies and capabilities of colleagues
	Boosting efficiency in resource allocation	Paying attention to intangible assets (e.g., knowledge), increasing the share of educational credits compared to other competitors, increasing the share of welfare credits compared to other competitors
	Reducing maintenance costs	Considering lower costs for professional staff than for non-professional ones, providing medical facilities, providing sports facilities for staff health, paying salaries based on performance, overtime working based on actual needs
	Creating the necessary flexibility for innovation	Responding to the customers' needs and various current changing events and diseases, providing new and up-to-date services in line with the changing external environment, responding correctly and effectively to changes in the business environment, having multiple skills, working in several departments alternatively and periodically, welcoming changes and adapting to them, accepting changes voluntarily and not resisting them
	Improving customer service	Providing documents and regulations to better serve the customer, responding timely to the issues and problems of patients and customers, performing the assigned tasks with the least mistakes, attending work with a positive attitude
	Using scarce resources effectively	Not using one's time in the organization to do personal affairs, not using organizational resources, such as telephones, copiers, computers, and cars, for personal affairs, not using sick leave as an advantage

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Table 3. Continued

Dimensions of organizational citizenship behavior	Helping behaviors	Trying to solve co-workers' work problems willingly to achieve greater productivity, helping co-workers who were absent, feeling the need to help individuals with tedious and heavy tasks, trying to guide new co-workers despite lacking due commitment, being permanently punctual at the workplace, paying attention to advertisements and notes in the organization
	Individual creativity	Having more energy and talent, having multiple skills with specialized talents, creating and developing new individual ideas, being willing to use new technologies, hiring more intelligent and creative individuals
	Organizational obedience	Observing organization's rules (e.g., instructions, rules, regulations, and procedures) even when no one is supervising, informing supervisor or manager before taking any important action, having a strong organizational commitment
	Organizational loyalty	Recognizing the fairness of distributing rewards, protecting the organization's interests voluntarily, supporting the creation of organizational goals voluntarily, promoting the organization's position among others, protecting and defending external threats, staying committed to the organization in difficult situations, paying salaries and wages timely, paying rewards based on the extraordinary performance of individuals, granting long-term loans to employees, providing appropriate facilities for housing employees, having spirituality at work
	Chivalry	Spending a lot of time for tea or breakfast despite work pressure, tending to exaggerate trivial issues, complaining about trivial issues, constantly finding the shortcomings of the organization, protesting to the manager for changes, protesting about the duties and responsibilities assigned to individuals
	Civil virtue	Eliminating the shortcomings and deficiencies of the organization, paying attention to follow the changes announced by the manager, performing activities that are not necessary; however, they display a good image of the organization, having information about the company's progress and development, ignoring notices, messages, and posters that provide information about the organization
	Personal development	Regular and punctual arriving at the workplace, completing and fulfilling the assigned tasks on time, striving to keep the work environment clean and tidy at all times, Speed in performing tasks, striving to professional growth, trusting other employees and organization, having a sense of self-efficacy and confidence

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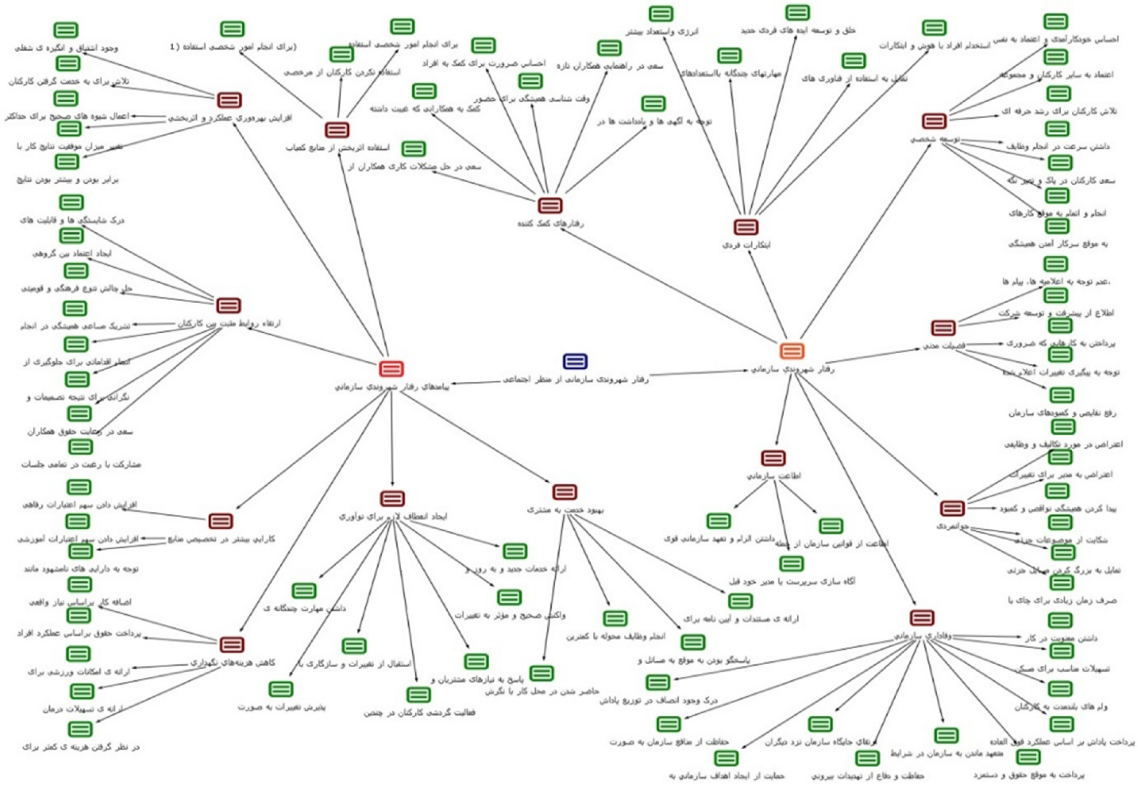

Figure 1. Results of MAXQDA analysis of information extracted from interviews

Discussion and Conclusion

Successful organizations have employees who do not limit themselves to their formal responsibilities and devote their time and energy to their job and organization without restriction, such altruistic behaviors, which are neither prescribed nor requested, accelerate organizational activities.

Organizational citizenship behavior is defined as individual and insightful behaviors and is not directly and explicitly recognized and rewarded through the formal reward system. One of the effective factors for these behaviors is job satisfaction. Job satisfaction is defined as "the degree to which employees like their job and its various aspects."

The current situation of the IRCS indicates the lack of a model of OCB and this study was conducted to provide a model of OCB from a social perspective in the IRCS. The investigation and identification of common key components of indicators related to OCB from a social perspective were implemented through qualitative analysis of findings. Afterward, the results were classified into 78 concepts, 14 sub-criteria, and 2 criteria, including citizenship behavior dimensions and citizenship behavior consequences. The dimensions of citizenship behavior include the sub-criteria of helpful behaviors, individual creativity, organizational obedience, organizational loyalty, chivalry, civic virtue, and personal growth. The citizenship behavior consequences consist of increasing productivity of performance and effectiveness, promoting positive relationships between employees, boosting efficiency in resource allocation, reducing maintenance costs, creating the necessary flexibility for innovation, improving customer service, and using scarce resources effectively.

The results of the present study are partly in line with those of pieces of research conducted by Ardestani and Razghi (2019), Khalili et al. (2019), Jamshidi et al. (2017), Noshi and Ghouchani (2016), Lashkari et al. (2019), Feng et al. (2019), and Chan and Lee (2017). The mentioned researches and the present study all emphasized conscientiousness, altruism, chivalry, civic virtue, participation, honesty, compassion, responsibility, forgiveness, justice, morals, and overtime, as well as increasing communication methods, creating a fair environment, and the existence of welfare

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indicators. On the other hand, this study is different from the aforementioned studies in its applied method to analyze data. Regarding, in the present research, content analysis, meta-synthesis, and fuzzy Delphi methods using grounded theory were applied to analyze the data.

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None

Conflict of Interests

Authors have no conflict of interests.

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