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Analyzing Dimensions, Consequences, and Inequalities of Organizational Citizenship Behaviour in Non-governmental Organizations of Crisis Management (Experimental Evidence: Red Crescent Society of the Islamic Republic of Iran)

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Original Article

Abstract

INTRODUCTION: This research aimed to provide a dynamic model of organizational citizenship behavior (OCB) in crisis management non-governmental organizations with a social approach (experimental evidence: Red Crescent Society of the Islamic Republic of Iran).

METHODS: This applied research was conducted using a mixed (quantitative-qualitative) method to analyze the data. The statistical population consisted of university professors as well as the managers and experts of the Iranian Red Crescent Society, who were selected by the snowball sampling method. The total number of experts in the Iranian Red Crescent Society and in the academic community accounted for 10 individuals (n=5 each), and the sampling continued until reaching theoretical saturation. The required information was collected through observation, in-depth and semi-in-depth interviews, review of documents, and experts' opinions; finally, by using the exploratory factor analytical statistical method, appropriate measurement tools were prepared. In this research, the Delphi technique and the Decision-Making Trial and Evaluation Laboratory-based Analytic Network Process were employed to determine and prioritize criteria and sub-criteria. For this purpose, the pairwise comparison matrix was used to determine the weight of the criteria.

FINDINGS: In this study, helping behaviors, individual initiatives, organizational obedience, organizational loyalty, chivalry, civic virtue, and personal development were among the dimensions of OCB in descending order.

CONCLUSION: The results of this research showed that the consequences of OCB included an increase in performance productivity and effectiveness, the promotion of positive relations between employees, more efficiency in allocating resources, reduction in maintenance costs, the provision of necessary flexibility for innovation, improvement of customer service, and effective use of scarce resources.

Keywords: Crisis Management; Organizational Citizenship Behavior; Non-governmental Organization; Red Crescent Society.

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Introduction

Today, organizations operate in a very competitive global environment, and managers use various mechanisms to improve the efficiency and success of their organizations in such an environment, including downsizing organizations and mechanizing tasks. Although these methods can be effective, the main issue that has been noticed in the last few years as an influential factor in improving the productivity of organizations is to have employees committed to the organization who strive beyond their official duties (1).

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Organizational researchers refer to the behaviors that go beyond the defined duties of the employees as organizational citizenship behavior (OCB) and have identified examples of these behaviors, among which can be altruism and work conscience. Due to the importance of these types of behaviors in recent years, relatively extensive research has been performed with a focus on identifying the factors that influence them. As a result, common factors, such as group norms, organizational structure, and organizational justice, have been identified as contextual variables for the development and establishment of these behaviors (2).

The examination of various pieces of research in the field of OCB from a social point of view shows that these behaviors yield positive results in organizations, including an increase in employee productivity leading to enhanced organizational productivity, an improvement in organizational coordination and communication, an increase in employee satisfaction, an improvement in employee loyalty to the organization and an increase in work commitment, an increase in market orientation, an improvement and stabilization of the organization's performance, an increase in customer satisfaction with the organization's services, and an increase in the organization's image.

In an organizational environment full of OCBs, the conditions are prepared for attracting and keeping qualified people. In fact, by providing the conditions for the realization of OCB in the workplace, one can be assured of increased job satisfaction among the employees. An enhancement in the level of OCB makes the organization an attractive environment for work. In other words, the desired level of OCBs has an effect on improving the performance of employees and, generally, the organization (5).

Given that increasing effectiveness has always been one of the issues and concerns of managers, understanding OCB and its establishment grounds can be an effective and useful step to address this matter. Therefore, this study aimed to determine 1) the main and secondary variables related to OCB from a social perspective in the Iranian Red Crescent Society using content analysis, meta-synthesize, and Fuzzy Delphi techniques, 2) the relationships between and coefficients of the importance of the main and secondary variables related to the OCB from a social perspective in the Iranian Red Crescent Society using DANP techniques, 3) the model of OCB from a social perspective, 4) the dynamics of the OCB model from a social perspective using the sensitivity analysis method in the Super Decision software version 3.2, and 5) the validity of the OCB model from a social perspective in the Iranian Red Crescent Society, which was the output of the second goal, using the structural equation modeling and PLS software. Considering the importance of OCB, this research tried to provide a model that would help improve and promote such behaviors.

Esfandani et al. (2020) in research investigated the relationship between organizational justice and OCB among the government employees in the 19th district of Tehran, Iran, using a descriptive-analytical method (21). In the mentioned study, Spearman's correlation coefficient and Chi-square test were used to analyze the data. The results of the Chi-square test showed that organizational justice and OCB were at medium to high levels. Moreover, the results of Spearman's correlation coefficient indicated that there was a positive and significant relationship between organizational justice and OCB. Based on the results of the correlation test, all components of organizational justice (i.e., distributive, procedural, and interpersonal) had a positive and significant relationship with OCB.

In another study, Ardestani and Rezghi (2019) examined the relationship between moral intelligence and OCB in a case study of staff and faculty members of the College of Aburaihan, University of Tehran, Tehran, Iran, using a descriptive correlational research method. They found that moral intelligence and all its components (i.e., honesty, compassion, responsibility, and forgiveness) had a positive and significant relationship with OCB (10).

Gilani (2019) in research entitled "Meta-Analysis of Studies Related to Ethical Leadership in Management" reported that organizations and companies used different procedures to achieve their goals; however, due to the increasing growth of moral crisis in various aspects, the need to improve morale among employees was highly important. Meanwhile, the leaders of the organizations could play a considerable role in this regard with their ethical behavior. According to the findings, it can be concluded that an increase in the level of ethical leadership components among the managers of organizations led to an elevation in the

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level of useful variables, such as psychological empowerment, identity, trust, and organizational commitment, as well as a reduction in such variables as job burnout, deviant behaviors, and turnover intention among employees (11).

Another research was conducted by Moradi et al. (2019) entitled "The Causal Relationship of Types of Organizational Silence with Organizational Citizenship Behavior: Mediating Role of Organizational Identity". The research results related to the fitness of the proposed model indicated that the model had a good fit. The findings from the analysis of direct paths showed that there was a negative and significant relationship between organizational silence and OCB among employees, and there was a positive and significant relationship between organizational identity and OCB. The results of analyzing mediating paths using the bootstrap method showed that organizational identity could play a mediating role in the relationship between the dimensions of organizational silence and OCB. In sum, the results of the mentioned research indicated that organizational silence and organizational identity had decisive roles on employees' citizenship behavior (12).

In another study, Rezazadeh (2019) in research entitled "Investigating the Relationship between Psychological Capital and Organizational Citizenship Behavior" found that psychological capital had a positive relationship with OCB, helping behavior, civil behavior, and good manners. Furthermore, the results of regression analysis showed that among the components of psychological capital, self-efficacy, optimism, and resilience had the highest predictive powers of OCB. Based on the results of the aforementioned study, strengthening psychological capital could help improve police OCB, which has been one of the management concerns in recent years (16).

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 affected organizational performance and although the importance of customer orientation was recognized, its relationship with organizational performance was not completely clear.

Methods

The current applied research was conducted based on a descriptive survey research method using library research and field study, such as questionnaires and interviews, to collect the required data. In the present study, textual content analysis and coding methods were employed to extract indicators. The statistical population consisted of two parts. In the first part, to design interview questions, the statistical population was selected from university professors with the academic rank of at least assistant professor and 15 years of teaching experience, who were experts in management and administrative sciences. The samples in this part had at least the four conditions of having knowledge and experience in the subject; desire to participate in the study, enough time to participate in the research procedure, and communication skills.

The second part, to conduct interviews, consisted of collecting information by referring to the data bank of managers who were selected as sample managers and included a statistical population of managers of the Iranian Red Crescent Society with at least 5 years of management experience and the experts who had organizational positions. The samples were selected from experts in the Iranian Red Crescent Society using the snowball sampling method.

To collect the required data, semi-structured interviews were held with 10 eligible managers consisting of experts in the Iranian Red Crescent Society and the academic community (n=5 each), and the sampling continued unit reaching theoretical saturation. In this research, the Delphi method and the Decision-Making Trial and Evaluation Laboratory-based Analytic Network Process (ANP-DEMATEL) were used to determine and prioritize criteria and sub-criteria. For this purpose, the pairwise comparison matrix was employed to determine the weight of the criteria.

Findings

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

The investigation and identification of the common main components of the main components of indicators related to OCB from a social perspective were accomplished through the findings of qualitative analysis under the source code, as presented in Table 1.

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Table 1. Identification of components related to the dynamic model of organizational citizenship behavior from a social perspective

Criteria	Sub-criteria	Index
Consequences of organizational citizenship behavior	Increase in performance efficiency and effectiveness	Equal and more observed results in employees' activities in relation to the organizational goals
		Change in the success rate of work results with correct management practices
		Applying the right practices to maximize employee performance and effort
		Trying to hire professional and experienced staff
		Existence of passion and motivation for the job
	Promotion of positive relations between employees	Willing participation in all meetings of the organization
		Effort to respect the rights of colleagues
		Concern for the outcome of decisions and actions on other colleagues
		Taking measures to prevent problems with other employees
		Constant cooperation in performing assigned tasks with colleagues
		Solving the challenge of cultural and ethnic diversity
		Building intergroup trust
	More efficiency in allocating resources	Understanding the competencies and capabilities of colleagues
		Paying attention to intangible assets, such as knowledge
		Increasing the share of educational credits compared to other competitors
		Increasing the share of welfare credits compared to other competitors
	Reduction in maintenance costs	Considering a lower cost for professional employees than for non-professional employees
		Providing treatment facilities
		Providing sports facilities for the health of employees
		Paying salaries based on people's performance
		Working overtime based on actual need
	Provision of necessary flexibility for innovation	Responding to the needs of customers and various current changing events and diseases
		Providing new and up-to-date services in sync with the changing external environment
		Responding appropriately and effectively to changes in the business environment
		Having multiple skills of employees
		Rotational activity of employees in several departments periodically
		Welcoming changes and adapting to it
		Accepting changes voluntarily and not resisting them
Dimensions of organizational citizenship behavior	Improvement of customer service	Providing documentation and regulations for better customer service
		Responding to the problems of patients and customers in a timely manner
		Performing assigned tasks with minimal mistakes
		Being present in the workplace with a positive attitude
	Effective use of scarce resources	Not using the time of presence in the organization to do personal affairs
		Not using organizational resources, such as telephone, copy machine, computer, and car, to do personal affairs
		Not using sick leave as an advantage
	Helping behaviors	Trying to solve work problems of colleagues out of desire to achieve greater productivity
		Helping colleagues who were absent
		Feeling the necessity of helping people with overwhelming tasks
		Trying to guide new colleagues due to the lack of commitment
		Being always punctual to work
	Individual initiatives	Paying attention to announcements and notices in the organization
		More energy and talent
		Multiple skills with specialized talents
		Creating and developing new individual ideas
		Willingness to use new technologies
		Hiring intelligent people with more individual initiatives

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Table 1. Continued

Organizational obedience	Obeying organization rules, including instructions, regulations, bylaws, and procedures, even when no one is supervising Informing the supervisor or manager before taking any important action Having a strong organizational obligation and commitment
Organizational loyalty	Understanding the existence of fairness in the distribution of rewards Protecting the interests of the organization voluntarily Supporting the creation of organizational goals voluntarily Improving the position of the organization in the eyes of others Protecting and defending against external threats Staying committed to the organization in difficult conditions Paying salaries and wages timely Paying bonuses based on the outstanding performance of people Paying long-term loans to employees Providing suitable facilities for staff housing Having spirituality at work
Chivalry	Spending a lot of time for tea or breakfast despite work pressure Being tended to exaggerate minor issues Complaining about minor issues Constantly finding the organization's shortcomings and deficiencies Objecting to the manager for changes Objecting about the assigned tasks and duties
Civic virtue	Fixing the defects and deficiencies of the organization Paying attention to the follow-up of the changes announced by the manager Dealing with tasks that are not necessary but show a favorable image of the organization Being aware of the progress and development of the company Failing to pay attention to announcements, messages, and posters that provide information about the organization
Personal development	Being always on time by employees Completing assigned tasks on time Always trying to keep the workplace clean by employees Performing tasks rapidly Making efforts for professional growth by employees Having trust in other staff and the organization Feeling self-efficacy and self-confidence by employees

Model of relationship between the main criteria and the DEMATEL technique

The DEMATEL method was used to reflect the mutual relationships between the criteria based on the assumption that there were internal relationships between the main criteria of the research. The employment of this method enables experts to express their opinions regarding the effects between factors (i.e., direction and intensity of effects) with more confidence. It should be mentioned that the matrix derived from the DEMATEL technique (internal relationships matrix) shows both the causal relationship between the factors and the effective and affected variables.

DEMATEL of criteria

Step 1: Calculation of the direct-relation matrix (M) (Table 3)

When the opinion of several experts is used, the simple arithmetic mean of the opinions is used and the direct-relation matrix (M) is established.

Step 2: Calculation of the normal direct-relation matrix: N = K*M

First, the sum of all rows and columns is calculated, and then the inverse of the maximum number in rows and columns is formed (k). According to Table 2, the largest number is 2.733 and all the values in the table are multiplied by the inverse of this number to make the normalized matrix.

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Table 2. Statements related to organizational citizenship behavior from a social perspective

Criteria	Sub-criteria	Index	Statement
Consequences of organizational citizenship behavior	Increase in performance efficiency and effectiveness	Equal and more observed results in employees' activities in relation to the organizational goals	The observed results of the employees' activities are equal and more compared to the organizational goals.
		Change in the success rate of work results with correct management practices	The success rate of work results changes with the correct management practices.
		Applying the right practices to maximize employee performance and effort	Correct practices are applied to maximize employee performance and effort.
		Trying to hire professional and experienced staff	Efforts are made to hire professional and experienced staff.
		Existence of passion and motivation for the job	Employees have passion and job motivation.
	Promotion of positive relations between employees	Willing participation in all meetings of the organization	Participation in all meetings of the organization is willingly.
		Effort to respect the rights of colleagues	It is tried to respect the rights of colleagues.
		Concern for the outcome of decisions and actions on other colleagues	There is often a concern for the consequences of decisions and actions on other colleagues.
		Taking measures to prevent problems with other employees	Measures are taken to prevent problems with other employees.
		Constant cooperation in performing assigned tasks with colleagues	There are always collaborations with colleagues in carrying out assigned tasks.
		Solving the challenge of cultural and ethnic diversity	The challenge of cultural and ethnic diversity has been solved.
		Building intergroup trust	Intergroup trust is established.
		Understanding the competencies and capabilities of colleagues	Employees understand the competencies and capabilities of their colleagues.
	More efficiency in allocating resources	Paying attention to intangible assets, such as knowledge	In the organization, attention is paid to intangible assets, such as the knowledge of employees.
		Increasing the share of educational credits compared to other competitors	In the organization, the share of educational credits increases, compared to other competitors.
		Increasing the share of welfare credits compared to other competitors	In the organization, the share of welfare credits increases, compared to other competitors.
	Reduction in maintenance costs	Considering a lower cost for professional employees than for non-professional employees	A lower cost is considered for professional employees than for non-professional employees.
		Providing treatment facilities	There are treatment facilities for employees.
		Providing sports facilities for the health of employees	There are sports facilities for the health of employees.
		Paying salaries based on people's performance	Salary payment is based on the actual performance of people.
		Working overtime based on actual need	Working overtime is based on actual needs.
	Provision of necessary flexibility for innovation	Responding to the needs of customers and various current changing events and diseases	The needs of customers and various current changing events and diseases are responded.
		Providing new and up-to-date services in sync with the changing external environment	New and updated services are provided in harmony with the changing external environment.
		Responding appropriately and effectively to changes in the business environment	Changes in the business environment are responded to appropriately and effectively.
		Having multiple skills of employees	Employees are multi-skilled.
		Rotational activity of employees in several departments periodically	Job rotation occurs in the organization and the activities of employees in several departments are periodically exchanged with each other.
		Welcoming changes and adapting to it	Employees welcome and adapt to changes.
		Accepting changes voluntarily and not resisting them	Changes are accepted voluntarily and will not be resisted.
	Improvement of customer service	Providing documentation and regulations for better customer service	Documents and regulations are provided to employees for better customer service.
		Responding to the problems of patients and customers in a timely manner	Employees respond to the problems of patients and customers in a timely manner.
		Performing assigned tasks with minimal mistakes	Employees perform their assigned tasks with minimal mistakes.
		Being present in the workplace with a positive attitude	Employees come to work with a positive attitude.
	Effective use of scarce resources	Not using the time of presence in the organization to do personal affairs	Employees do not use their working hours in the organization to do personal things.
		Not using organizational resources, such as telephones, copy machines, computers, and cars, to do personal affairs	Employees do not use organizational resources, such as telephones, copy machines, computers, and cars, for personal purposes.
		Not using sick leave as an advantage	Employees do not consider sick leave as an advantage and do not make excuses for using it.

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Table 2. Continued

Dimensions of organizational citizenship behavior	**Helping behaviors**	**Trying to solve work problems of colleagues out of desire to achieve greater productivity**	**Out of desire, they try to solve the work problems of colleagues so that employees can achieve more productivity.**
		Helping colleagues who were absent	Colleagues who were absent are helped.
		Feeling the necessity of helping people with overwhelming tasks	There is a feeling of the necessity of helping people with overwhelming tasks.
		Trying to guide new colleagues despite being obliged to	Although the employees are not obliged to, they try to guide new colleagues.
		Being always punctual to work	There is always punctuality for attending work.
		Paying attention to announcements and notices in the organization	Notices and announcements are paid attention to in the organization.
	Individual initiatives	More energy and talent	Employees with more energy and talent are more successful in the organization.
		Multiple skills with specialized talents	Multi-skilled employees with specialized talents are more successful.
		Creating and developing new individual ideas	Employees try to create and develop their new individual ideas.
		Willingness to use new technologies	There is a willingness to use new technologies in the organization.
		Hiring intelligent people with more individual initiatives	In the initial interview, intelligent people with individual initiatives are more likely to be hired.
	Organizational obedience	Obeying organization rules, including instructions, regulations, bylaws, and procedures, even when no one is supervising	Organizational rules, including instructions, regulations, bylaws, and procedures, are obeyed even when no one is supervising.
		Informing the supervisor or manager before taking any important action	The supervisor or manager will be notified before any important action is taken.
		Having a strong organizational obligation and commitment	Employees have strong organizational commitment.
	Organizational loyalty	Understanding the existence of fairness in the distribution of rewards	Employees understand the existence of fairness in the distribution of rewards in the organization.
		Protecting the interests of the organization voluntarily	Employees protect the interests of the organization voluntarily.
		Supporting the creation of organizational goals voluntarily	Employees support the creation of organizational goals voluntarily.
		Improving the position of the organization in the eyes of others	Employees try to improve the position of the organization in the eyes of others.
		Protecting and defending against external threats	Employees protect and defend the organization against external threats.
		Staying committed to the organization in difficult conditions	Employees remain committed to the organization in difficult situations.
		Paying salaries and wages timely	Salaries are paid on time.
		Paying bonuses based on the outstanding performance of people	Bonuses are paid based on people's outstanding performance.
		Paying long-term loans to employees	Long-term loans are paid to employees.
		Providing suitable facilities for staff housing	Appropriate facilities are provided for staff housing.
		Having spirituality at work	Employees are proud of the spiritual aspects of their work.
	Chivalry	Spending 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.
		Being tended to exaggerate minor issues	In the organization, there is a tendency to exaggerate minor issues and make a mountain out of a molehill.
		Complaining about minor issues	Too much time is spent complaining about minor issues.
		Constantly finding the organization's shortcomings and deficiencies	Employees are always looking to find the shortcomings of the organization
		Objecting to the manager for changes	Employees express their objection to any change announced by the manager
		Objecting about the assigned tasks and duties	There is no objection regarding the assigned tasks and duties.
	Civic virtue	Fixing the defects and deficiencies of the organization	Employees always try to fix the deficiencies of the organization.
		Paying attention to the follow-up of the changes announced by the manager	Attention is paid to the follow-up of the changes announced by the manager.
		Dealing with tasks that are not necessary but show a favorable image of the organization	The tasks that are not necessary but show a favorable image of the organization are dealt with.
		Being aware of the progress and development of the company	There is full awareness of the progress and development of the company.
		Failing to pay attention to announcements, messages, and posters that provide information about the organization	Announcements, messages, and posters that provide information about the organization are ignored.

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Table 2. Continued

Personal development	Being always on time by employees	Employees always come to work on time.
	Completing assigned tasks on time	Assigned tasks are completed on time.
	Always trying to keep the workplace clean by employees	Employees try to contribute to keeping their workplace always clean.
	Performing tasks rapidly	Employees are quick to perform their duties.
	Making efforts for professional growth by employees	Employees are constantly Making efforts for their professional growth.
	Having trust in other staff and the organization	Employees trust other employees and the organization.
	Feeling self-efficacy and self-confidence by employees	Employees feel self-efficacy and self-confidence.

Table 3. Direct-relation matrix (M)

	C1	C2
C1	0.000	2.733
C2	2.667	0.000

$$k = \frac{1}{max\sum_{j=1}^{n} a_{ij}} = \frac{1}{2.733} = 0.366 \Rightarrow N = 0.366*M$$

Step 3: Calculation of the total-relation matrix (T) (Table 5)

To calculate the total-relation matrix, initially, the identity matrix (I) is formed. Afterward, the identity matrix is subtracted from the normalized matrix and the resultant matrix is reversed. Finally, the normal matrix is multiplied by the reversed matrix (Table 4):

$$T = N \times (I - N)^{-1}$$

Table 4. Normalized matrix (N)

N	C1	C2
C1	0	1.000
C2	0.976	0

Step 4: Illustration of the network relationship map

To determine the network relationship map (NRM), the threshold intensity should be calculated. With this method, it is possible to ignore partial relationships and draw a network of significant relationships. Only relationships with values greater than the threshold value in the matrix T will be displayed in NRM. To obtain the threshold values of relationships, the average of the values in the matrix T is calculated. After the determination of the threshold intensity, all the values of the matrix T that are smaller than the threshold are zeroed, that is, that causal relationship is not considered. In this study, the threshold intensity was equal to 40.250. The model of significant relationships is summarized in Table 6.

According to the relationship model, the causal diagram can be drawn based on Table 8: in Table 8, the sum of the elements in rows (D) indicates

Table 5. Total-relation matrix (T)

Matrix T	C1	C2
C1	40	41
C2	40	40

Table 6. Model of significant relationships of the main sub-criteria

Final	C1	C2
C1	*	41.000
C2	*	*

Table 7. Model of the causal relationship of the main criteria

Criterion	Criterion symbol	D	R	D+R	D-R
Consequences of organizational citizenship behavior	C1	81.000	80.000	161.000	1.000
Dimensions of organizational citizenship behavior	C2	80.000	81.000	161.000	-1.000

Table 8. Model of causal relationships of the main sub-criteria

Sub-criterion	Sub-criterion symbol	D	R	D+R	D-R
Increase in performance efficiency and effectiveness	S11	2.711	3.860	6.572	-1.149
Promotion of positive relations between employees	S12	3.514	3.221	6.736	0.293
More efficiency in allocating resources	S13	3.782	3.268	7.050	0.513
Reduction in maintenance costs	S14	2.669	3.079	5.748	-0.409
Provision of necessary flexibility for innovation	S15	4.500	3.010	7.510	1.491
Improvement of customer service	S16	3.573	3.867	7.440	-0.294
Effective use of scarce resources	S17	2.579	3.131	5.709	-0.552
Helping behaviors	S21	3.763	3.023	6.785	0.740

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Table 8. Continued					
Individual initiatives	S22	4.022	4.506	8.528	-0.484
Organizational obedience	S23	4.170	4.103	8.273	0.067
Organizational loyalty	S24	3.989	3.385	7.373	0.604
Chivalry	S25	4.217	3.546	7.762	0.671
Civic virtue	S26	2.981	3.943	6.924	-0.962
Personal development	S27	3.332	3.861	7.193	-0.529

the degree of the influence of that sub-criterion on other sub-criteria of the model. Therefore, providing the necessary flexibility for innovation is the most influential sub-criterion. The sum of the elements in the columns (R) for each factor represents the degree of influence of the other factors of the system on that factor. Accordingly, the sub-criterion of individual initiatives is influenced at a very high level. (Figure 1)

The horizontal axis vector (D + R) shows the degrees of the cause and effect of the desired factor in the system. In other words, a higher D + R value of a factor is indicative of the higher interaction of the factor with the other factors of the system. Considering this, the sub-criterion of individual initiatives had the highest interaction with other sub-criteria under study.

The vertical vector (D - R) presents the effect of each factor. In general, if D - R is positive, the variable is considered a causal variable, and if it is negative, it is considered an effect. In this model, the sub-criteria of the promotion of positive relations between employees, more efficiency in allocating resources, provision of necessary flexibility for innovation, organizational obedience, organizational loyalty, and chivalry were causal helping behaviors, and the sub-criteria of increase in performance productivity and effectiveness, reduction in maintenance costs, improvement of customer service, effective use of scarce resources, individual initiatives, civic virtue, and personal development were in the effect group.

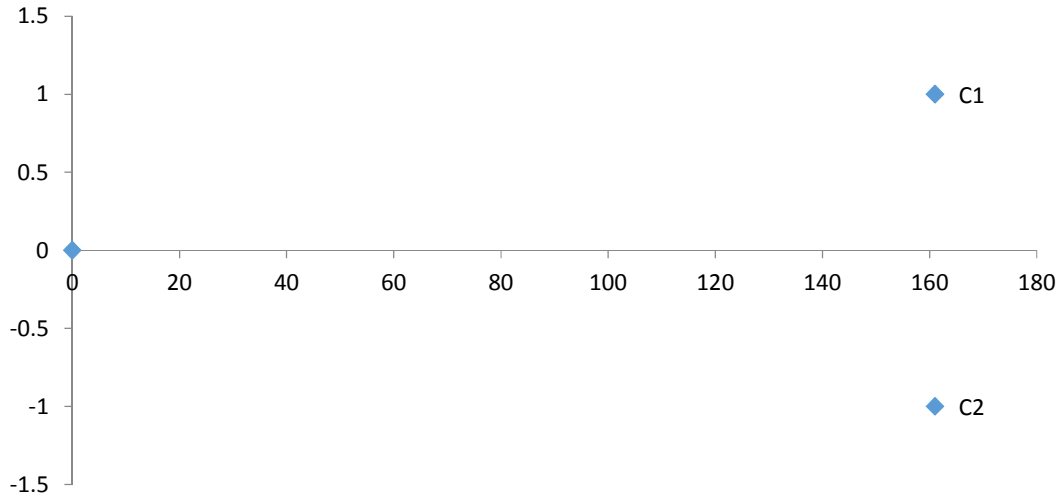

Figure 1. Cartesian coordinate diagram as the output of DEMATEL method for criteria

Discussion and Conclusion

Citizenship behavior is a type of valuable and useful behavior that people show voluntarily and willingly. In this respect, it seems highly important and necessary to study and investigate this behavior in the organization. There is no consensus among researchers about the dimensions of OCB. In this regard, various pieces of research have examined such dimensions as helping behaviors, chivalry, forgiveness, organizational loyalty, observing rules, individual initiatives, conscience, personal development, politeness, and consideration, civil behavior, and altruism.

In the current research, helping behaviors,

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individual initiatives, organizational obedience, organizational loyalty, chivalry, civic virtue, and personal development were among the effective variables in explaining citizenship behavior. The results of this study showed that the consequences of OCB included an increase in performance productivity and effectiveness, promotion of positive relations between employees, more efficiency in allocating resources, reduction in maintenance costs, provision of necessary flexibility for innovation, improvement of customer service, and effective use of scarce resources.

In the sub-criterion of an increase in performance efficiency and effectiveness, equal and more observed results in employees' activities in relation to the organizational goals, change in the success rate of work results with correct management practices, applying the right practices to maximize employee performance and effort, trying to hire professional and experienced staff, and the existence of passion and motivation for the job were in descending order the components related to this sub-criterion, which was among the consequences of OCB.

Regarding the sub-criterion of more efficiency in allocating resources, increasing the share of welfare credits compared to other competitors, increasing the share of educational credits compared to other competitors, and paying attention to intangible assets (e.g., knowledge) were in decreasing order the components related to this sub-criterion, which was among the consequences of OCB.

In relation to the sub-criterion of the reduction in maintenance costs, paying salaries based on performance, working overtime based on actual need, providing treatment facilities, and providing sports facilities for the health of employees were in descending order the components related to this sub-criterion, which was among the consequences of OCB.

In the sub-criteria of the effective use of scarce resources, not using the time of presence in the organization to do personal affairs, not using organizational resources (e.g., telephone, copy machine, computer, and car) to do personal affairs, and not using sick leaves as an advantage were in order of priority the components related to this sub-criterion, which was among the consequences of OCB.

Considering the sub-criterion of the promotion of positive relations between employees, willing participation in all meetings of the organization, effort to respect the rights of colleagues, concern for the outcome of decisions and actions on other colleagues, solving the challenge of cultural and ethnic diversity, taking measures to prevent problems with other employees, constant cooperation in performing assigned tasks with colleagues, building intergroup trust, and understanding the competencies and capabilities of colleagues were the components related to this sub-criterion in descending order, which was among the consequences of OCB.

Regarding the sub-criteria of the provision of necessary flexibility for innovation, having multiple skills of employees, responding appropriately to changes in the business environment, responding to the needs of customers and various current changing events and diseases, welcoming and adapting to changes, providing new and up-to-date services in sync with the changing external environment, accepting changes voluntarily and not resisting them, the rotational activity of employees in several departments periodically were in decreasing priority the components related to this sub-criterion, which was among the consequences of OCB.

Talking about the sub-criterion of the improvement of customer service, performing assigned tasks with minimal mistakes, being present in the workplace with a positive attitude, responding to the problems of patients and customers in a timely manner, and providing documentation and regulations for better customer service were the components related to this sub-criterion in order of priority, which was one of the consequences of OCB.

One of the dimensions of OCB is humanity. Humanity and forgiveness mean the willingness to tolerate unavoidable uncomfortable conditions without complaining and expressing discomfort, which causes employees to achieve the necessary productivity in the organization without expressing complaints about enduring the conditions. The management of people is evaluated by the behaviors that are expected from them according to the job description and job qualification conditions. Today, these behaviors are considered an integral part of productivity management and have been introduced in different aspects of the organization. These

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behaviors while increasing productivity, prevent employees to hurt or harm their collogues by their behaviors and improve human relations in the workplace.

Another dimension of OCB is social etiquette, which refers to the behaviors that employees display and shows the responsible participation of the employees in the organization's affairs and the real importance of the organization to them (such as participating in meetings or performing tasks and roles that are not obligations but help the organization). This behavior is one of the most important behaviors for organizations, especially because it can indirectly affect productivity and promote positive relations between employees in several ways. For example, social etiquette includes providing executive suggestions to improve organizational productivity and effectiveness, and managers who work and communicate with employees affect their productivity.

The other dimension of OCB is altruism, which is vital to ensure the quality of work life and improve customer service. The quality of work life grows and improves to the extent that managers consider their employees and are eager to help each of them, so that employees receive better service, which consequently, reduces maintenance costs.

Work conscience and chivalry as two of the dimensions of OCB will lead to increased productivity, more efficiency in allocating resources, reduction in maintenance costs, and effective use of scarce resources. Conscientious employees, who exceed the minimum requirements of their responsibilities, stay at work longer than usual and do not take much time to rest; as a result, the quality of their work life changes, which improves the organization's resource allocation. Chivalry can affect the attitude of employees in their work only when the identification and use of potential human resources are managed by the organization. In this way, a person can voluntarily play a greater role in the success of the organization and have a better quantitative and qualitative performance.

In an organization, when employees realize that they have the rights of organizational citizenship, they are very likely to show organizational citizenship (i.e., respecting organizational rules, performing tasks completely, and fulfilling responsibilities according to organizational resources). The other dimension of rights that is the impact of the social rights of the organization, which includes fair treatment of employees (e.g., increasing salaries, benefits, and social positions) also affects the behavior of employees in the same way.

When employees find out that they have organizational social rights, they will be loyal to the organization and show OCB in the form of loyalty, and finally, when employees see that their political rights are respected in the organization and they have the right to participate and make decisions in the area of policymaking in the organization, they show an interest in attending meetings, sharing their opinions with others, and being aware of the organization's current issues.

In today's dynamic and competitive business environment, organizations face numerous challenges, including the increasing needs and expectations of their customers. To ensure the competitiveness and success of the organization, it is necessary for managers to accept innovation as a key element in the success of the organization. In other words, innovation is a vital process that is used to maintain the competitive advantage of organizations and should be considered a tool to maintain market share and improve the organization's financial performance.

The findings of this research revealed the effect of OCB on promoting positive relationships between employees. In explaining this finding, it can be said that citizenship behavior is a process through which the managers of the organization, through the appropriate communication channel created for this purpose, somehow interfere in the decisions that affect the quality of their work environment, and as a result, their participation with the employees and the employees' participation with each other increase and the nervous pressure caused by work decreases, which in turn, promotes positive relations between the employees.

Organizational citizenship behavior, as a behavior that is prescribed beyond job roles and is not directly or openly identified with the official reward system, improves work effectiveness and makes the organization's resources more productive to achieve goals. Therefore, the difference in the contribution of each of the components of citizenship behavior in predicting productivity as well as the difference in outcomes seems reasonable.

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The consequences of the OCB are considered the view that the organization has on the working conditions of the employees and their job performance during their activities in the organization. Organizational citizenship behavior is the type of commitment and behavior of the organization; these two factors accompany each other in the success of the organization. According to the approach of positive organizational behavior in identifying and using potential positive psychological abilities, human resources can be measured and developed, and therefore, be managed for organizational performance.

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Conflict of Interests

The authors declare that there is no conflict of interest in this study.

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