A Survey of the Relationship Between Critical Psychological State and Organizational Citizenship Behavior

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Abstract: The existence of professional employees in organizations is vital for competing and survive in uncertain environment. These employees not only should conduct their works well, but also should be work beyond their organizational official responsibility. Today’s organizational need is to achieve goals for professional employees. Different factors impact on creation of this behavior. This article studies the Critical Psychological State emphasis on Organizational Citizenship Behavior. The method of this research is applied and descriptive-survey. The population of this study consists of 250 experts working in IRIB training center, 148 individual were selected at random for this study as sample. Data elicitation was carried out by distributing questionnaires. A causal model was implemented to test the provided conceptual model. Data analysis was conducted by frequency distribution, percentage, Spearman correlation test. Afterwards, all analyzes were carried out by SPSS. Findings demonstrated that there were significant relationship between Critical Psychological State and Organizational Citizenship Behavior (r=.556, p<.001). Finally some solutions presented to improve Citizenship Behavior in Training Center and IRIB.

Key words: Critical Psychological State, Organizational Citizenship Behavior and IRIB.

INTRODUCTION

Dipaola et al., (2005) expressed in today’s competitive world organizations are constantly seeking new ways for maximizing the performance and efforts of their employees. Completely transformed conditions governing organizations, increased competition and the need for the effectiveness of all these in such circumstances, a generation which are thought of as organizational soldiers. (Zeinabadi et al., 2008). Undoubtedly these employees are the distinction between effective and non-effective organizations (Podsakoff et al., 2000, : 516). In recent years the development of new technologies and the global economic growth led to increasing competition and rapid change in the nature of organization and their employees. As a result of these changes and for the preparation for the coming changes in the future there would be substantial pressure on employees for accepting responsibility of the planning job promotion, training and rights and benefits also the organization in order to compete with the performance of the employees who work beyond their roles and duties. These efforts beyond the expected roles and duties are referred to as beyond- role behaviors or organizational citizenship behavior: in the organization and management literature (Dipaola and Moran, 2001). Organizational citizenship behaviors (OBC) which is defined with expressions such as good soldier, optional behavior voluntary behavior and beyond–duty behavior has created a new wave in institutional knowledge especially in the field of organizational behavior which has a critical role in the organizational effectiveness (Dipaola M. and M.T. Moran, 2001,: 420). Organizational citizenship behavior causes the staff to prefer organizational and group interests over individual interests (Moorman, R.H. and G.L. Blakely, 1995).

(Batman and Organ, et al., 1983) used the term organizational citizenship behavior for the first time and they think of it as beneficial behavior which has not been mentioned in the job description of the employees but the employees manifest them while fulfilling their duties in order to help others. Organ and his colleagues have stated the idea of organizational citizenship behavior as part of the current research that want to create moderate relationships between the employee’s attitudes and job performance (Iaffaldano and Muchinsky, 1985: 262; Brayfield, Crockett, 1995: 350). Organizational citizen is somebody whose behaviors are used to be beyond role, organizational duties and job description. An organizational citizen does not seek rewards for his or her apposite behaviors. In fact these behaviors are rooted in the career self-sacrifice with the belief that his or her apposite behaviors help the development of the organization. Outstanding organizational behavior does not result from the efforts of ordinary employees. One reason of the success of the large organization is having employees who try beyond their official duties. The concept of the organizational citizenship behavior has
brought about a big change in the field of organizational behavior. This concept has caused the innovative, successful and flexible organizations to be responsible for their survival and success. Recent studies of the relationship between organizational citizenship behavior and ethical behavior indicates that the organizational citizenship behavior increases the performance of the employees. Moreover the concept of OCB is a great importance in service sector and has been applied in hospitals, hotels and many other organizations. To increase their efficiency many organizations are applying the concept of OCB and have increased such a behavior in public and private organizations. But in Iran the concept of OCB is still an unfamiliar one. Although in recent years many studies have been carried out in this field, addressing the effectiveness of more specialized issues of organization and management such as the effectiveness of job characteristics on OCB in addition to expanding its theoretical principals in Iran, it can provide response to some organizational issues. Therefore this paper examines the relationship between job characteristics on OCB and attempts to answer the following questions: what is the effect of job characteristics on OCB? To what extent skill variety, task identity, task importance, job autonomy and job feedback are effective in the formation of OCB? Moreover to what extent considering the job to be meaningfulness, knowledge of outcomes and responsibility for the work are effective in the formation of OCB? Finally the research proposes some ways for achieving a desirable situation in OCB.

Theoretical Principles of Research:
Organizational Citizenship Behavior:
Although the term organizational citizenship behavior was applied by Organ et al for the first time in 1983, before him people like Katz and Kahn with making a distinction between role performance and “innovative and spontaneous behavior” in et al., 1970, and et al., 1980, and before them Chester Barnard by expressing the concept of “willingness to cooperate” in 1938 considered this issues (Podsakoff et al., 2000). Among other concepts which are considered in the field of OCB is the concept of employee Organizational Citizenship Behavior (EOCB). From the viewpoint of Organ OCB is defined as positive measures of some of the employees for improving productivity and cohesiveness in the workplace beyond or above their job and organizational duties and requirement (Hodson, 2002). Organ believes that OCB increases the organizational effectiveness. In addition to that OCB has the following advantages for the organizations:
- Extending the staff and management productivity
- The use of organizational resources for more
- The use of the resources for job which do not have retention aspects only
- Paving the way for better cooperation within and between groups
- Increasing the ability of organization in attracting and maintaining an effective staff
- Empowering the organizations to adapt move to environmental changes
- Increasing the function stability of organizations.(Podsakoff et. el.,2000,:543-546)
(Batman and Organ, et al., 1983) have expressed the meaning of the word OCB in terms of two concepts:
1) Helpful behaviors such as punctuality and performing tasks beyond the formal organizational affairs
2) Avoiding behaviors that may damage other organizations or individuals such as to avoid blaming others for trivial matters.

Organ in 1990 emphasized avoiding detrimental and harmful behaviors, although this aspect of the concept of citizenship behavior has been underplayed (Markoczylivia and Katherine, 2004). David Turnipseed and Murkison define this behavior with the concept of “good soldier syndrome”. Podskaoff et al., believe that past researches mostly have focused on effective factors on OCB but recent study should considers and other rewards and also the impact of OCB on the function of organization. Thus OCB is crucial for the survival of the organization. According to the perspective of theorists like Organ OCB with maximizing the performance attempts to improve organizational function (Murphy, Athanasou and King 2002).

From (Organ,’s., 1998) point of view OCB is a behavior which has its roots in individual will and desire and is not directly honored through the formal organizational reward system, but promotes effective function of the organization. From another perspective Graham suggests if OCB is considered between role performance and beyond–role performance will disappear. In this view OCB should be considered as a global concept which includes all the positive behavior of the individuals within the organization.

This distinction between performance and beyond-role is difficult for many different reasons. First staff and manager perceptions of performance and responsibilities are not necessarily alike. Second, staff perceptions of performance and responsibilities are influenced by their satisfaction of their work environment (Castro, Armario and Ruiz, 2004). Meta-analysis studies on the relationship between OCB and the influencing factors on it reflect the fact that four groups of these factors have been the focus of researches. Of course we can refer to a fifth factor that has not been mentioned in the OCB investigations and that is the environmental factor. These factors include: individual characteristics of the employees, job characteristics, organizational characteristics, leadership behavior and environmental factors. According to the subject territory of the present study factors related to job characteristics are discussed.
Today there are many empirical and conceptual links between the performance of OCB and organizational effectiveness. (Borman and Motowidlo, 1993) believe that four trends and attitudes specify the importance of OCB:

1) Global competition for human resources particularly organizational supports to substantial and internal initiatives of employees has increasingly added to the importance of OCB.
2) The second factor is related to the team-based organizations that need citizenship behavior more.
3) The third factor is the organizational performance and particularly the role of substantial and internal initiatives of the employees in regular reduce of staff members and downsizing with the aim of adapting to the changes and the desire for the emergence and developing of vital efforts of the organizations.
4) Customer service and client satisfaction is being increasingly emphasized.

In general the citizenship behavior helps to the performance and effectiveness of organizations through resource development, innovation and adaptability. OCB has many benefits: individually it has less significance but in general it benefits both employees and organizations based on various approaches.

OCB brings together a group of employees who are committed to the company. Jane (1988) believes that citizenship behavior reduces employee desertion and absenteeism. Because employees who are committed to the organization remain for a long time in the organization and their behavior in turn leads to improving OCB.

(Koopmans and Richard, 2001:6) Analysis of job features and specifications: Motivation and job satisfaction are among the matters that practically and theoretically allocate a significant time, budget and attention of experts and managers to themselves. Methods such as job rotation, job development, job enrichment and secondly design of job specifications are among methods which can improve motivation and job satisfaction of the organization’s employees. Each of the above mentioned methods has its own characteristics among which secondly design method, due to the existence of measurement and consequences and its positive and valuable results is of special reputation and credit (Taghdis and Jamshidi, 1997:2). For this reason the present study among different models and methods has chosen Hackman-Oldham model of job specifications.

Job characteristics refer to the kind of activities, tasks, assignments and various aspects of a job. Some assignments and common because their activities are unvarying and repetitive and some other are unusual: some require different skills and some other limited field work. Some tire workers by making them comply exactly with the processes and some other give more performing freedom to employees in doing jobs. Some works accompanied with more success when they are done collectively with a group of employees and some others are more successful when done by individuals who primarily work independently. (Keshtidar, et al., 2002). Richard (Hackman and Edward, Lawler, et al., 1971) by conducting a study in a telephone company come to the conclusion that the more employees feel characteristics like skill variety, task identity, task importance, autonomy, feedback and dealing with others the more will be their satisfaction and performance and their presence in the work place will be better and more.

This study provided an opportunity for Hackman and Oldham model of job characteristics in 1975 and through a research they found out that more employees are in a higher position in terms of job characteristics (like skill variety, task identity, task importance, job autonomy and job feedback) the more will be their job satisfaction and their performance will be increased and displacement and absenteeism from workplace will be reduced (Iraji Rad, et al., 1999:38) Hackman-Oldham model consists of three parts as follows:

1) Main aspects of job including the skill variety, task identity, task importance, autonomy, feedback from the results
2) Mental states including feeling of having an important work, sense of responsibility in doing the job, knowledge of outcomes of doing the job.
3) Personal and business results including the promotion of internal motivation of promotion of the work quality performance, enhancing job satisfaction and reducing job desertion.

From Hackman and Oldham’s perspective critical psychological states form the core of theory. They believe that these psychological states indicate that the kind of individual reactions towards their responsibility is under the influence of job characteristics. They believe that the critical psychological states include experienced meaning fullness of the work, experienced responsibility for work outcomes and knowledge of results.

**OCB and Organizational and Job Factors:**

In this section some researches about OCB are mentioned. As already noted OCB is one of the variables which have been the focus of researchers in recent decades and in various researches the relationship between this variable and various job and organization has been examined. Browsing some of these researches results the fact that many factors affect OCB. (Batman and Organ, et al., 1983) in their empirical studies of 82 non-academic staff, administrative managers in a western state university concluded that there is a positive and significant relationship between job satisfaction and organizational citizenship behavior. The point of this research was that supervision and promotion opportunities are more important that compared to interaction with colleagues and payment. (Mack Nile and Magnilo, et al., 1994) in their study on job satisfaction and fair
rewards concluded that job satisfaction has a positive and meaningful relationship with social (behaviors. Tang and Ibrahim, et al., 1998) through a sample of 155 people in America and 378 people in Saudi Arabia and Egypt examined “the consequences of OCB” in America, Saudi Arabia and Egypt. They carried out their study using descriptive-correlational method and concluded that there is a direct and meaningful relationship between OCB with internal and external satisfaction, self-steam work stress reduction and achieving individual (goals, Bogler and Somech, et al., 2004) examined “The effect of examining teachers on job and occupational commitment and OCB in schools” they concluded that there is a meaning full relationship between OCB of teachers and empowering, job and occupational commitment. In this context we are going to mention some intra-country researches: (Zare'imatin et al., 2005) in a research with the title of “understanding the effective factors on OCB and examining its relationship with function of the organization came to the conclusion that in the organizations studied from the aspect of human (indicators) of organizational behavior that is indexes like dedication, cooperation, (civil, social, duty, supportive) and attention and respect, there was no significant difference. But because of intuitional indicators among these organizations existed a significant difference in terms of loyalty, chivalry and dutifulness. Gholipoor and Hasan, Kakhaki, et al., (2006) in their study entitled “OCB, another step to improve organizational performance before customer” concluded that OCB has a great importance in customer perception of service quality, satisfaction, behavioral intentions and loyalty. Their research findings in an article titled “examining the accuracy of negative stereotypes about women in organizations” indicates that organizational commitment has meaningful relationship with and OCB, also citizenship behavior of women is more than that of men. Nejat et al., (2009) in a study entitled “the effect of OCB on service quality (case study: travel agencies in Tehran)” showed that job satisfaction and employee’s trust in managers has a significant relationship with OCB and also OCB has a positive relationship with service quality as perceived by the Clients. (Takht, Taqhdis and Jamshidian, 1997.) studied the “increase in internal motivation and Job satisfaction” results showed that applying Hackman and Oldham’s model in Isfahan refinery brought about internal motivation and job satisfaction in employees. (PourReza, et al., 2004) in their study entitled “the role and impact of job characteristics model on job satisfaction” came to the conclusion that all job characteristics (except for feedback) have positive impact on job satisfaction.

Conceptual Model of Research:

Based on Critical psychological states of job characteristics model of Hackman and Oldham and considering OCB, conceptual model of research was formed. This model like section of Hackman’s model has studied psychological states resulted from job characteristics, but instead of expected results has focused on OCB. As the study is based on job characteristics model, the name “adjusted Hackman and Oldham model” has been given to that. Research hypotheses have been determined and tested on the basis of new adjusted model (chart 2).

Chart 2: Conceptual model of research: relationship between critical psychological states and Organization citizenship behavioral.

Research Hypotheses:

Main hypothesis: There is a positive and significant relationship between critical psychological states and Organization citizenship behavioral (OCB).

Secondary hypotheses:
1- There is a positive and significant relationship between critical psychological states, of an employee and OCB.
1-1. There is a positive and significant relationship between Meaningfulness and OCB.
1-2. There is a positive and significant relationship between Responsibility and OCB.
1-3. There is a positive and significant relationship between Knowledge of Outcomes and OCB.
**Research Methodology:**

Considering the aim the present study is applied and considering the nature it is descriptive and survey research. For developing theoretical foundation library studies and the internet were used. Our research population is the staff of training center and IRIBU. The number of the people in the population is 90. For sampling we have used random sampling method. The number of the people, according to the sampling formula of Morgan is 73 and questionnaire has been used for data collecting. After defining parameters of each variable questionnaires have been designed. The questionnaire was written in two axes the first of which was related to independent variable (critical psychological states). The second axis of the questionnaire is related to the dependent variable that is OCB. Two questions were posed for each indicator and totally 22 questions were posed. The total number of the questions in the questionnaire was 38 and along with 4 demographical questions, the number of the questions in questionnaire reached 32. Questionnaire was designed in two ways. First we reoffered to the already existing questionnaires in the field and second we wrote questions in consultation with scientific experts and specialists in management and economy fields to determine the validity of the questionnaire Cronbach’s Alpha coefficients was used. Considering the subject, purpose and research hypotheses descriptive statistics methods (frequency, percentage…) and inferential statistics (Spearman correlation coefficient) were used. Spearman correlation coefficient has been used in the analysis to confirm or reject hypotheses. Validity and Reliability of the questionnaires: To determine the validity of the questionnaire, 25 questionaire were distributed and collected. The first 6 questions were about psychological states of jobs that the Cronbach Alpha coefficient was equal 858 and 22 questions were about OCB that Alpha coefficient was .741 and for whole questionnaire the Cronbach’s Alpha coefficients was .824.

**Findings:**

**Analysis of the Descriptive Statistics:**

Results on the age distribution of respondents showed that among 64 respondents 17.2 percent were in the age range of 20 to 27, 34.4 percent in the age range of 28 to 35 which consists most of group. 3.1 percent of the respondents are single and 73.4 percent (43 people) are married. Results about the level of education of the respondents indicated that 28.1 percent are M.A. and 67.1 percent are Ph.D. Results about the work experience showed that 15.6 percent of the subjects have between 1 to 5 years of working experience and 14.1 percent between 6 to 10 years, 60.9 percent between 11 to 15 years and 3.1 percent of them have more than 21 years of work experience. 3.1 percent have not answered this question (chart3).

**Chart 3: Frequency and percentages of respondents in terms of demographic information.**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Range</th>
<th>Frequency (the total number of the respondents)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td>20-27</td>
<td>10</td>
<td>17/2</td>
</tr>
<tr>
<td></td>
<td>28-35</td>
<td>22</td>
<td>34/4</td>
</tr>
<tr>
<td></td>
<td>36-43</td>
<td>14</td>
<td>21/9</td>
</tr>
<tr>
<td></td>
<td>44-50</td>
<td>9</td>
<td>14/1</td>
</tr>
<tr>
<td></td>
<td>51 to up</td>
<td>9</td>
<td>14/1</td>
</tr>
<tr>
<td><strong>Level of Education</strong></td>
<td>M.A.</td>
<td>18</td>
<td>28/1</td>
</tr>
<tr>
<td></td>
<td>Ph.D.</td>
<td>43</td>
<td>67/1</td>
</tr>
<tr>
<td></td>
<td>NotAnswered</td>
<td>3</td>
<td>4/7</td>
</tr>
<tr>
<td><strong>Single/Married</strong></td>
<td>Single</td>
<td>2</td>
<td>3/1</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>47</td>
<td>73/4</td>
</tr>
<tr>
<td></td>
<td>NotAnswered</td>
<td>15</td>
<td>23/4</td>
</tr>
<tr>
<td><strong>Working experience</strong></td>
<td>1-5</td>
<td>10</td>
<td>15/6</td>
</tr>
<tr>
<td></td>
<td>6-10</td>
<td>9</td>
<td>14/1</td>
</tr>
<tr>
<td></td>
<td>11-15</td>
<td>39</td>
<td>60/9</td>
</tr>
<tr>
<td></td>
<td>16-20</td>
<td>2</td>
<td>3/1</td>
</tr>
<tr>
<td></td>
<td>Over 20 years</td>
<td>2</td>
<td>3/1</td>
</tr>
<tr>
<td></td>
<td>Not answered</td>
<td>2</td>
<td>3/1</td>
</tr>
</tbody>
</table>

Table of descriptive statistics Descriptive statistics for independent variable, psychological states; meaningfulness, responsibility and knowledge of outcomes and dependent variable of OCB was measured with indicators like sportsmanship, conscientiousness, loyalty, altruism, courtesy, civic behavior, participation in work, supportive participation, social participation self-teaching and self-improving, being pace-setter in work (Table5).

The amount of mean, norm deviation and the number of observations have been specified for each of the components. From measuring indexes of independent variable, psychological states, knowledge of outcomes has got the biggest mean (3.5625) and meaningfulness has got the lowest mean (3.2031). From among the measuring indexes of dependent variable OCB, supportive participation has the biggest mean (4.3281) and conscientiousness has the lowest mean (2.7969). Conscientiousness has got the biggest norm deviation (1.29932) and supportive participation has got the lowest (.59240) norm deviation.
### Table 5: Descriptive statistics of psychological states and OCB variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Measuring Indexes</th>
<th>Mean</th>
<th>Norm deviation</th>
<th>Observation amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychological states</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meaningfulness</td>
<td>3/2031</td>
<td>1/89407</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Responsibility</td>
<td>3/4062</td>
<td>1/37689</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Knowledge of Outcomes</td>
<td>3/5625</td>
<td>1/44612</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Sportsmanship</td>
<td>2/7969</td>
<td>1/29932</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>conscientiousness</td>
<td>3/0156</td>
<td>1/25347</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Loyalty</td>
<td>4/3125</td>
<td>1/81406</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Altruism</td>
<td>3/3594</td>
<td>1/13203</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Courtesy</td>
<td>2/9844</td>
<td>1/39719</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Civic behavior</td>
<td>3/5000</td>
<td>1/11270</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Participation in work</td>
<td>4/1719</td>
<td>6/5598</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Supportive participation</td>
<td>4/3281</td>
<td>5/9240</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Social participation</td>
<td>4/4531</td>
<td>6/6499</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Self-teaching and self-improving</td>
<td>3/9375</td>
<td>1/06719</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Pace-terness in work</td>
<td>4/0156</td>
<td>8/0656</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Data Analysis Based On Spearman Correlation Test:

In order to test research hypotheses spearman correlation test was used. Gained results about each component and indicators have been stated in table 10. Critical psychological states consisting of meaningfulness, responsibility and knowledge of outcomes with OCB was analyzed. Results of the analysis showed that there is a positive significant relationship among critical psychological states and OCB and this relationship was confirmed in confidence level of .99.

Correlation coefficient between psychological states variables with OCB are as follows: meaningfulness with the coefficient of .254, responsibility with a coefficient of .341 and knowledge of outcomes .244.

Hypotheses test with spearman correlation coefficient showed that there is a positive significant relationship between critical psychological states with a coefficient of .501. There is significant positive relationship between critical psychological states and OCB (main research hypothesis) with a coefficient of .556 and significant level of .99 (Table 10).

### Table 10: Spearman correlation coefficient test between the variables of Critical psychological states and OCB.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Meaningfulness</th>
<th>Responsibility</th>
<th>Knowledge of Outcomes</th>
<th>Critical psychological states</th>
<th>OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meaningfulness</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility</td>
<td>.253</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge of Outcomes</td>
<td>.323</td>
<td>.056</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Critical psychological states</td>
<td>.211</td>
<td>.325</td>
<td>.801</td>
<td>1</td>
<td>.556</td>
</tr>
</tbody>
</table>

### Conclusion and Recommendations:

The main purpose of this study is to examine the relationship between critical psychological states and OCB. A critical psychological state was studied with the following indicators: with Meaningfulness, Responsibility and knowledge of outcomes. Results of the analysis of research findings indicated that there is a significant positive relationship between critical psychological states and OCB in the sample. (Confirming the main research hypothesis r=. 556).

Analyzing the findings based on secondary research hypotheses:

Hypothesis 1.2 and 3: «there is a positive and significant relationship between critical psychological states and OCB». Results obtained from the analysis of research finding indicated that there is a positive and significant relationship between critical psychological states with indicators like meaningfulness (.254), responsibility (.341), as well as Knowledge of Outcomes (.244) and OCB.

According to the obtained results and considering critical psychological states as the independent variable in order to develop OCB, the following recommendations are provided in three axes:

Recommendations based on critical psychological states: critical psychological states were studied based on three indicators meaningfulness, responsibility and Knowledge of Outcomes. Considering the positive impact of these factors on OCB, it is suggested that in job designing attention should be paid attention to the impact of psychological factors as described below as mental and humane dimensions:

Psychological states which indices an individual’s reaction to his/her duties is under the impact of psychological states. These critical psychological states consist of meaningfulness, accepting the responsibility and Knowledge of Outcomes, which has a substantial impact on shaping the individual and organizational results. Therefore in job defining and designing considering these factors helps to the development of humanized features.
In order to envelope critical psychological states it is essential to consider the mental results of the job in the three dimensions of feeling of having an importance job, Responsibility and Knowledge of Outcomes in designing the job.

In the present study OCB was studied as the individual and organizational results of the model. From among eleven components of this behavior, some are individual results and some other is organizational. Appropriate job designing will promote both dimensions. It is recommended that in subsequent researches, researchers separate individual and organizational dimensions and results and conduct researches based on that.

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