

Research Article

Investigating the Relationship between Organizational Citizenship Behavior and the Quality of the Services Provided in the Educational Hospitals of Boyer Ahmad City

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ABSTRACT

In recent years, much attention has been paid to customers' needs in relation to the levels of service quality and high levels of customer service as a means to achieve competitive advantage, and the increased customers' awareness of services provided by service providers have led to their increased expectations of and sensitivity toward the services. In order to maintain a long-term relationship with customer satisfaction, service companies need to know how they can provide high-quality services. The purpose of this study is to investigate the relationship between organizational citizenship behavior and quality of services in the educational hospitals of Boyer Ahmad City. This is an applied research in terms of the purpose and a correlational research in terms of the method, and a cross-sectional research in terms of time. The statistical population of this study includes the employees and patients admitted to Boyer Ahmad hospitals in 2016 during a short period of time with the total number of 950 people. A total number of 274 people were selected as the sample size using the Morgan table. The data collection tools included two questionnaires: Podsakoff et al.'s (1990) Organizational Citizenship Behavior Questionnaire (1990) and Parasorman's (1988) Quality of Service Questionnaire (1988). We also used the Cronbach's alpha method to measure the reliability of the questionnaires and used content validity to determine the validity of the questionnaires. To measure the relationship between the variables, we used the Pearson correlation test and regression analysis with the help of SPSS software. The results showed that there is a significant relationship between all dimensions of organizational citizenship behavior and quality of services from customers' point of view in educational hospitals of Boyer Ahmad City. The hospitals' management should try to provide a charter of the rights of patients and their companions to be observable by the clients, and train their rights to the employees by holding workshops for those employees who work directly with clients and patients, and require employees to comply with these rights, want them to deal with the people respectfully, and punish those employees who violate the patients' rights. Management should also increase employee motivation and expand the culture of conscientiousness among employees through coordination of salaries and tasks, and develop the conscientiousness culture among the employees.

Keywords: organizational citizenship behavior, quality of service, sportsmanship, civic virtue, Boyer Ahmad hospitals.

INTRODUCTION

The increased competition, dynamism and complexity of the environment, the highlighted role of the private sector, the growing expectations of customers and the new innovations in the service industry of Iran have created a lot of changes in the attitudes of organizations towards customers and made them

aware of the importance of customers and the benefits that can bring for organizations. Instead of using inflexible and formal hierarchies, organizations currently tend to use team-based work structures. This has added to the importance of employee collaboration and innovation. Typically, that category of

employees' occupational behaviors that affect the effectiveness of the organizations' operations more considerably are of great concern to many managers and researchers. (Organ, 1998).

A product is considered to be of high-quality when it meets the needs and demands of customers. Quality should be defined as a product's compliance with customers' needs (Cotler, 2000). The health sector has a special place among the service sectors of the community. Considering the importance of providing high-quality health care services and recognizing the expectations of clients in the health centers, we can say that one of the factors affecting the quality of services provided by them is organizational citizenship behavior (Rezaei Dizgah, 2011).

Management, as an interdisciplinary field, has tried in recent years to provide innovative solutions to resolve problems and to help improve the efficiency and quality of services provided by organizations. Organizational Behavior Management, as one of the most popular fields in management, is also trying to accelerate the movement of organizations towards organizational excellence and achievement of their goals by focusing on human resource behaviors. Therefore, the purpose of this study is to explore the relationship between organizational citizenship behavior and the quality of service delivery in Boyer Ahmad hospitals.

Problem Statement

Today, service organizations increasingly use customer satisfaction as a basis for quality measurement, because customer satisfaction is required for global competition, and quality management also gives careful and organized attention to understand the customers' needs and moves beyond the customers' expectations in order to meet their satisfaction, so service quality can be defined as an index of satisfaction (Olivera,2009). In spite of the increased attention to the concept of organizational citizenship behavior, a review of the literature in this area shows a lack of consensus on the dimensions of this concept. The results of the literature review show that there are almost 30 different types of citizenship behavior with

different, yet overlapping definitions. There is actually no consensus on the various dimensions of the organizational citizenship behavior concept. In fact, the most reliable division of the components of organizational citizenship behavior which has been used in various studies has been presented by Organ. Organ (1988) presented a multidimensional scale of organizational citizenship behavior that includes the five dimensions of altruism, conscientiousness, sportsmanship, civic virtue, and courtesy (Sanobari, 2008).

The fact that perceived quality of the product is becoming the most important factor in the business world's competition has caused the current era of business to be called the "era of quality ". The quality of a product or service refers to its degree of compliance with the standard defined for that product or service. Quality of services is one of the most important meaningful constructs in explaining the future behavioral intentions of customers (Hosseini Kakhki et al., 2007). However, there are several reasons why organizational citizenship behavior can be associated with customers' perception of service quality. The first reason is based on the internal marketing perspective in service companies. The internal marketing perspective suggests that successful exchanges with customers involves effective internal communication among employees within the organization. The second reason is based on the theory of socialization (Castro,2004). A high-quality service is a service that can meet the needs of customers. Therefore, we should bear in mind that quality is judged and determined by customers, and the in-person continuous communication between the operational and middle managers and the employees of different branches of the organization and analysis of customer complaints is a very common way of measuring and assessing the quality of services (Zamani, 2001).

The quality of services is considered in this research as one of the most important factors for patients' satisfaction. In fact, providing better and higher- quality services is one of the basic strategies for survival of the organization in service organizations. The activity of the

employees in service organizations who are in contact with clients is regarded as a critical factor in developing an effective relationship with customers. Therefore, employees' skills, concerns and behaviors are important in this regard, since it is people who are ultimately responsible for delivering high-quality services as expected by consumers. The vital force of a service organization is its employees, especially the frontline staff of the organization who are in direct contact with the patients. Unlike products, services are produced and consumed at a time, and front line service staff are inherently service providers, which has led to a strong focus on the critical role of service staff. Therefore, this research has sought to deal with organizational citizenship behavior and the provision of services, aiming at determining the relationship between the dimensions of organizational citizenship behavior (conscientiousness, civic virtue, altruism, sportsmanship, and courtesy) and the quality of services provided in the educational hospital of Boyer Ahmed City. Therefore, the main objective of this research is to determine whether there is a relationship between organizational citizenship behavior and service delivery or not.

Importance and necessity of the research

Now that the importance of citizens as one of the most important sources of the organization has been perceived, their behavior can also be considered very important. Obviously, organizations need employees who tend to go beyond their formal duties and obligations. Action beyond the job assignment refers to organizational citizenship behavior that has been analyzed by many researchers (Hosseini, 2010). All organizations are trying to provide high-quality services in order to be able to compete in the environment and to survive the competitive environment. The health organizations are no exception to this rule. Quality has a special place in the health services sector, because it has the duty and mission of maintaining health and taking care of the life of people in the community. On the one hand, the special nature of medical services and the lack of clients' expertise in the evaluation of these services causes even one mistake in the treatment of

patients to have very serious consequences and impose excessive costs on them. On the other hand, the emergence of the concepts of quality and the increased awareness of patients and clients about the services provided have led the care organizations to reduce the adverse outcomes of medical services, improve the quality of services and performance of care systems, and reduce the costs, so that these organizations have to use different management approaches and methods in order to overcome these challenges and increase the quality of their services (Asadi, 2007).

In this regard, patient satisfaction with hospital services is one of the most important indicators of the efficiency, effectiveness, and quality of hospital services. A satisfied patient is the key to the success of any hospital. Therefore, recognizing the clients' expectations is the first step in improving the quality of health services. Quality is what customers demand, and understanding their expectation is a determinant of quality (Mohammadi, 2008). If the educational hospitals in Boyer Ahmad City have a favorable status in terms of providing high-quality services, it suggests that the hospitals have fulfilled their tasks and objectives; therefore, it is necessary for them to find ways to increase their quality of services.

Theoretical Foundations of the Research

Organizational Citizenship Behavior

Human resources, as one of the most valuable organizational asset, is considered as the most important competitive advantage and the rarest source in today's knowledge -based economy. This valuable asset, due to its tremendous impact on the effectiveness of the organization, has become the most important organizational asset. This is why today, organizations and managers are trying to attract the best and most energetic human resources using different strategies and methods (Belcourt et al., 2008). One of the most valuable characteristics of human resources that has attracted so much attention today is organizational citizenship behavior. This variable, inspiring from a good citizen, describes an employee who tries his or her best and even goes beyond his or her predetermined duties in order to contribute to

the performance of the organization (Organ, 1988). George (1996) argues that attention to organizational citizenship behavior is important in organizations because organizations cannot expect a wide range of behaviors to fulfill their goals through official job descriptions (Mehrabi Kushki, 2008).

Although the term "organizational citizenship behavior" was first used by Organ et al. in 1983, researchers such as Kitz had already distinguished between the function of role and "innovative and spontaneous behaviors" in the seventies and eighties, and Prior to this, Chester Barnard referred to this issue in 1938 through the concept of "willingness to cooperate" (Podsakoff, 2000: 136). Organ believes that organizational citizenship behavior is an individual and voluntary behavior that is not directly reinforced by formal organizational rewards systems, but increases the effectiveness and efficiency of the organization (Appelbaum et al., 2004).

Dimensions of Organizational Citizenship Behavior

Organ (1998) believes that the organizational citizenship behavior dimensions include:

a). Sportsmanship

According to Organ (1988), sportsmanship is a tendency on the part of an employee to endure non-ideal conditions without any objections and complaints for real shortcomings. Sportsmanship is also defined as an employee's ability to adapt to the hardships and incompatibilities of the workplace without any oral or formal protests or complaints (Kernodle, 2007).

b).Civic virtue

Civic virtue refers to the responsible participation in the life of the organization, and includes behaviors such as attempts for complete and everyday awareness of the important organizational issues (Kernodle, 2007).

c).Altruism

Altruism refers to useful and beneficial behaviors such as creating intimacy, empathy and compassion among colleagues that directly or indirectly help employees having work problems (Bell and Menogok, 2002).

d).Conscientiousness

Organ has called this dimension of organizational citizenship behavior as "organizational compliance", which includes institutionalization and strict compliance with the organizational rules and practices, so that an employee performs his or her duties even when a supervisor does not monitor his or her work (Organ, 1998).

e).courtesy

Courtesy includes activities that help prevent work-related problems that may occur with others (Bell and Mengok, 2002).

The concept of service quality

Researchers and marketing service providers have provided a number of metaphors on this topic. In his discussion on service quality, Gronroos mentions three aspects of the output's technical quality, the functional quality of service, and the company's mental image (Gronroos, 2000).

In general, the definition of service quality depends on the individual and finds different meanings for different individuals. Most definitions of service quality are customer-oriented and are determined in order to satisfy customers as the received performance. Therefore, the orientation of the definition of service quality with the services received by customers is in line with their needs and expectations. Service quality is a comparison of what customers feel that the services should be (expectations) with their judgments of the services (perceptions). This definition has been received as the difference between further expectations of services and the received services; if the expectations exceed the performance, the quality of the received services is lower, which is the reason for the customers' dissatisfaction. (Shani, 2006)

Dimensions of service quality based on SERVQUAL model

SERVQUAL is a model for measuring customers' perceptions of service quality and it was introduced by three university professors named Berry, Parasuraman and Zeithamel (Hill,

2006). The dimensions of the SERVQUAL model include:

1. Tangibility

This refers to the appearance of the equipment and the physical tools available at the workplace, as well as the appearance of the staff (Oliver, 2009).

2. Reliability

Reliability refers to the degree to which the commitments turn into action. This dimension is the most important issue for service consumers, that is, if a service organization offers a certain promise regarding the service delivery time and the cost of services, it should keep that promise (Oliver, 2009).

3. Responsiveness

This refers to whether the employees of an organization can provide the services fast? This dimension of service quality emphasizes sensitivity to customers' requests and questions (Oliver, 2009).

4. Assurance

This refers to whether an organization's employees are intelligent, educated, competent and trustworthy? This dimension includes the service providing organization's competence, accuracy and goodwill from the customers' perspective (Oliver, 2009).

5. Empathy

That means that each individual should be treated differently depending on his or her morale, so that customers are convinced that the organization understands them and is important to them (Oliver, 2009).

LITERATURE REVIEW

The results of a study conducted by Alinejad et al. (2014) showed that there is a significant relationship between organizational citizenship behavior and employee performance. A significant relationship was also shown to exist between each one of the defined components of organizational citizenship behavior and employee performance. The results of a study conducted by Ahmadi (2013) showed that there is a significant relationship between different dimensions of organizational citizenship behavior and marketing in commercial banks of Kurdistan province. In this regard,

organizational loyalty, organizational obedience and self-development of employees have the greatest impact on marketing facilitation. The results of a study carried out by Rezaei Dizgah et al. (2011) showed that there is a direct relationship between the service quality and dimensions of organizational citizenship behavior including loyalty, obedience and participation.

The average of all dimensions examined was above the average. In addition, the results showed that there is a direct relationship between organizational citizenship behavior and the quality of services provided in hospitals so that improving and promoting organizational citizenship behavior in hospitals can lead to customer satisfaction with the quality of the services provided. Mortazavi et al. (2010) investigated the direct effect of organizational citizenship behavior dimensions on the quality of services at the Five Star Pars hotel in Mashhad and showed that none of the dimensions of organizational citizenship behaviors of Pars Hotel staff had a direct effect on the quality of services provided to the customers of this hotel.

METHODOLOGY

This is an applied research in terms of the purpose, a correlational research in terms of nature and method, and a cross-sectional research in terms of the time. We have used library studies and reviewed the literature and theories and internal and external books as well as the articles and journals for data collection. We have also used the field method for this purpose. The statistical population of this study includes the staff and those admitted to Boyer Ahmed Hospitals during a short period of time, with a total number of 950 people. A total of 274 people were selected as the sample size using the Morgan table. The data collection tools used in this research included two questionnaires: Podsakoff's (1990) Organizational Citizenship Behavior Questionnaire (1990) and Parasorman's (1988) Quality of Service Questionnaire (1988). We also used the Cronbach's alpha method to measure the reliability of the questionnaires and

used content validity to determine the validity of the questionnaires. To measure the relationship between the variables, we used the Pearson correlation test and regression analysis with the help of SPSS software.

As shown in Table (1), there is a significant relationship between organizational citizenship behavior and the quality of services provided in the educational hospitals of Boyer Ahmad City, ($P = 0.001$) and the level of significance is less than 0.001.

FINDINGS

Table (1). The Pearson correlation coefficient between organizational citizenship behavior and the quality of services

variable	Service quality		
Citizenship behavior	Pearson		
	Correlation coefficient	Level of significance	frequency
	0.811	0.001	274

As we can see in Table 2, there is a significant relationship between all components of organizational citizenship behavior (altruism, conscientiousness, civic virtue, sportsmanship, courtesy) and the quality of services from the viewpoint of hospital clients.

Table (2). The Pearson correlation coefficient between the components of citizenship behavior and the quality of services

variable	Service quality		
altruism	Pearson		
	Correlation coefficient	Level of significance	frequency
	0.730	0.001	274
conscientiousness	0.690	0.003	274
civic virtue	0.630	0.001	274
sportsmanship	0.705	0.009	274
courtesy	0.709	0.001	274

The fit of the regression model of the research on the relationship between the organizational citizenship behavior of the employees of educational hospitals in Boyer Ahmad city and the quality of services from the viewpoint of patients:

Table (3) shows the correlation coefficient, squared correlation coefficient and coefficient of determination, and as we can see in the table, the coefficient of the correlation between the variables is 0.815. in addition, the coefficient of determination indicates that 0.657 of the quality of service delivery in Boyer Ahmed educational hospitals is accounted for by the dimensions of employee organizational citizenship behavior.

Table (3). A summary of the model

Correlation coefficient	squared correlation coefficient	Adjusted squared correlation coefficient	Standard error of estimate
.815	.663	.657	8.02021

As shown in Table (4), the calculated F (104/857) is significant at the confidence level of 95%. Therefore, it can be concluded that there is a significant relationship between organizational citizenship behavior of the staff of Boyer Ahmad Hospitals and the quality of services from customers' point of view.

Table (4). A summary of the model

	Sum of squares	Degree of freedom	Squared mean	f	Level of significance
regression	33724.011	5	6744.802	104.857	001.
remainder	17110.107	267	64.324		
total	50834.118	273			

Moreover, as shown in Table 5, based on the calculated beta, which prioritizes the effect of the variables in question regardless of the index, the altruism variable, with a beta of 0.304, has the highest role in the quality of service delivery from the point of view of the clients of Boyer Ahmad educational hospitals, and the courtesy, sportsmanship, civic virtue, and conscientiousness variables have the next ranks with betas of 0.231, 0.158, 0.135, and 0.117 respectively.

Table (5). Regression coefficients

variable	Non-standardized coefficients		Standardized coefficients	t	Level of significance
	B	Standard error	Beta		
Fixed value	2.061	3.052		2.067	048.
altruism	1.226	224.	304.	5.065	001.
conscientiousness	473.	247.	117.	2.017	046.
sportsmanship	799.	317.	158.	2.515	012.
courtesy	1.034	251.	231.	4.119	001.
civic virtue	877.	350.	135.	2.504	013.

DISCUSSION AND CONCLUSION

The present study aimed to investigate the relationship between organizational citizenship behavior of the employees of educational hospitals in Boyer Ahmad city and the quality of services provided in these hospitals from customers' perspective. According to the research findings, the significance level of the organizational citizenship behavior variable and quality of service delivery is ($p = -0.0010 < 0.01$), and the correlation coefficient between these variables is 0.811. Therefore, considering the significance level and the correlation coefficient, we can say that the correlation between organizational citizenship behavior of employees and the quality of services indicates a direct and strong relationship between the two variables. According to the results of this research, it can be said that improvement of the organizational citizenship behavior of employees leads to the improved quality of the services provided in the hospitals of Boyer Ahmad city. Accordingly, the findings of this study are consistent with those of the studies conducted by Nejat et al. (2009) and Jibion et al. (2001).

According to the research findings, the significance level of the altruism variable and quality of service delivery is ($p = -0.0010 < 0.01$),

and the correlation coefficient between these variables is 0.730. Therefore, considering the significance level and the correlation coefficient, we can say that the correlation between the altruism of employees and the quality of services indicates a direct and strong relationship between the two variables. According to the results of this research, it can be said that improvement of the altruism of employees leads to the improved quality of the services provided in the hospitals of Boyer Ahmad city. Accordingly, the findings of this study are consistent with those of the study conducted by Nejat et al. (2009).

According to the research findings, the significance level of the conscientiousness variable and quality of service delivery is ($p = -0.003 < 0.01$), and the correlation coefficient between these variables is 0.690. Therefore, considering the significance level and the correlation coefficient, we can say that the correlation between the employees' conscientiousness and the quality of services indicates a direct and strong relationship between the two variables. According to the results of this research, it can be said that improvement of the employees' conscientiousness leads to the improved quality of the services provided in the hospitals of

Boyer Ahmad city. Accordingly, the findings of this study are consistent with those of the studies conducted by Jibion et al. (2001).

According to the research findings, the significance level of the civic virtue variable and quality of service delivery is ($p = -0.001 < 0.01$), and the correlation coefficient between these variables is 0.630. Therefore, considering the significance level and the correlation coefficient, we can say that the correlation between the employees' civic virtue and the quality of services indicates a direct and strong relationship between the two variables. According to the results of this research, it can be said that improvement of the employees' civic virtue leads to the improved quality of the services provided in the hospitals of Boyer Ahmad city. Accordingly, the findings of this study are consistent with those of the studies conducted by Jibion et al. (2001).

According to the findings, the significant level of employee's sportsmanship and service quality is ($p = -0.009 < 0.01$), and the correlation coefficient between these variables is 0.705. Therefore, considering the significant level and the correlation coefficient, we can say that the correlation between the employees' sportsmanship and the quality of services indicates a direct and strong relationship between the two variables. According to the results of this research, it can be said that improvement of the employees' sportsmanship leads to the improved quality of the services provided in the hospitals of Boyer Ahmad city. Accordingly, the findings of this study are consistent with those of the studies conducted by Nejat et al. (2009).

According to the research findings, the significance level of the courtesy variable and quality of service delivery is ($p = -0.0010 < 0.01$), and the correlation coefficient between these variables is 0.7.9. Therefore, considering the significance level and the correlation coefficient, we can say that the correlation between the employees' courtesy and the quality of services indicates a direct and strong relationship between the two variables. According to the results of this research, it can be said that improvement of the employees' courtesy leads to

the improved quality of the services provided in the hospitals of Boyer Ahmad city. Accordingly, the findings of this study are consistent with those of the studies conducted by Nejat et al. (2009).

Considering the results of regression analysis, we can say that there is a significant relationship between the organizational citizenship behavior of the employees of the educational hospitals in Boyer Ahmad city and its dimensions with the quality of services from the customers' point of view. According to the research findings, the correlation coefficient between these two variables was 0.815. Moreover, the coefficient of determination indicates that 0.657 of the service delivery quality in Boyer Ahmed's educational hospitals is accounted for by the dimensions of the employees' organizational citizenship behavior. In addition, based on the calculated beta that determines the effect of the variables in question regardless of the index, the altruism variable has the greatest impact on the quality of services provided in the hospitals of Boyer Ahmed City from the customers' viewpoint. Therefore, it can be argued that because organizational citizenship behavior refers to behaviors that a person is not obliged to do and is actually a kind of voluntary and trans-functional behavior influenced by factors such as organizational climate and organizational culture, it can be said that the dimensions of organizational citizenship behavior have been focused more in the organizational climate and organizational culture of the population under study, and these employees are willing to do such behaviors due to the tribal context of Boyer Ahmad city, because such behaviors as altruism are institutionalized behaviors in the culture of the tribal communities of Iran, which in turn may influence the organizational citizenship behavior and the quality of services provided in the hospitals of Boyer Ahmed City.

The hospitals' management should try to provide a charter of the rights of patients and their companions to be observable by the clients, and train their rights to the employees by holding workshops for those employees who work directly with clients and patients, and require employees to comply with these rights, want

them to deal with the people respectfully, and punish those employees who violate the patients' rights. Management should also increase employee motivation and expand the culture of conscientiousness among employees through coordination of salaries and tasks.

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