The Relationship between Organizational Citizenship Behavior and Organizational Factors

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ABSTRACT:*This paper aimed to understand the meaning, nature, patterns of organizational citizenship behavior and clarify the characteristics, positive effect, and barriers of organizational citizenship behavior, and attempts to study the various dimensions of organizational citizenship behavior and the relationship between organizational citizenship behavior and organizational factors such asjob satisfaction, organizational justice, organizational commitment, organizational culture, management style and organizational motivation, through thepreviousstudiesthatstudiedsubject of organizational citizenshipbehaviorfind itfocusedonelimited numberofvariables. The most of the studies are attempting to build overall perception to connect the determinants and impacts of organizational factors with organizational citizenship behavior. Organizational citizenship behavior refers to anything good, positive, and constructive that workers do, of their own volition in order to support their colleagues, and therefore leads to benefits for the organization. Our study demonstrated that in general organizational citizenship behaviororganizational citizenship behavior has a positive important relationship with organizational factors as job satisfaction, organizational justice, organizational commitment, organizational culture, management style and organizational motivation.*
KEY WORDS:*Organizationalcitizenship behavior (OCB), organizational justice, organizational commitment, job satisfaction, organizational motivation*
***Jel Codes:** M10, D23. J28*

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I.   INTRODUCTION

The organizational citizenship behaviour (OCB) from the relatively modern management concepts has attracted the attention of many researchers; also it has contributed to improving the performance of the organization and staff alike. So the main concern for the behavior of organizational citizenship is the employee who is one of the most important organizational resources at all. Wherefore the human element is considered the pillar of progress and development in any organization, as many societies have reached the height of development and prosperity because of their interest in this element. Therefore, organizations always need to a climate that helps the individuals working in them to work, production and creativity. This climate may be helped them to be more loyal to the organization and it will contribute to the emergence of what is known as the organizational citizenship behaviour, which OCB is characterised as voluntary behaviours targeting other employees in the organization and working to raise the level of efficiency and effectiveness of the organization without any material or moral return in return Yen and et al (2008).

The most of the studies related to the behavior of citizenship indicate that the behavior of organizational citizenship has an essential effect on the organization productivity, its competency and its effectiveness in fulfilling its objectives as well as increasing workers' morale. Through this study, the concept of the organizational citizenship behaviour will be identified, the different dimensions will be studied, then the antecedents will be identified, and that is represented in organizational justice, job satisfaction, organizational commitment, management style, organizational culture and motivation that will affect the organizational citizenship behaviourand then build a comprehensive perception that determines the nature of the relationship between them.

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II. PROBLEM, IMPORTANCE,OBJECTIVE, METHODOLOGY OF THE STUDY

Some social phenomenon has the determinants, effects,and relations that can make up this phenomenon. In order to understand any phenomenon and control it must know the factors and determinants that affecting this phenomenon and identify relations that connect its parts. From the organizational phenomena that have been conducted around it many studies" the phenomenon of the behavior of organizational citizenship". This phenomenon means the extent to which the employee practices some organizational behavior outside the official roles, without the expectation of obtaining a certain return. Therefore, this study comes in an attempt to build comprehensive perception about the organizational citizenship behavior. So, the problem of the study will be formulated in the following questions and we will try to answer them through this study.What is the concept of OCB, its dimension, characteristic, pattern, positive effect, barriers, and organizational factors affecting OCB? How these factors (organizational justice, organizational commitment, job satisfaction, organizational culture, management style, and motivation) affect this behavior and the connection between them?

To understand the factors and their positive effects in an OCB that influence in an organization. Clarify the definition of OCB and how the organization will benefit from OCB, the way it will come up with dimensions for purpose of being used in order to measure OCB, in addition, to illustrate notions of factors and their impact on OCB.The objectives of this study can be summarized as follow:
- ✓ Clarifying OCB's concept, its dimension, and characteristic.
- ✓ To identify the pattern, barriers of OCB and its positive effect.
- ✓ To define the factors and explain the relationship between OCB and previous factors.
- ✓ Tryingto put arrange of academicand scientificrecommendations.

The study relied on an analytical descriptive approach since it is the most appropriate scientific methods to study this problem. This method included an extensive literature review, and depends on explaining that lasts from the databases.

III. THE NATURE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

OCB that has emerged in contemporary administrative thought is a concept that contemporary organizations need to face challenges. They need employees who conduct behaviors that go beyond the requirements of their official roles to achieve success and to enhance the overall organization's conduct. Originally, OCB's concept dates back to Chester Barnard 1938, where he presented a comprehensive analysis of the nature of the organization and described it as the cooperative system Organ et al.(2006: 44-45). Then Katz and Kahn (1966) categorized important behaviors that enable organizations to achieve efficiency and effectiveness into three different patterns: Attract and polarization individuals and maintain their membership in the organization, Individuals; perform their formal roles and prefer to exceed the minimum level of quantitative and qualitative standards, called behaviors of official role, Practicing some of optional and innovative behaviors which exceed functional description. For example, the Cooperative activities with coworkers provide ideas to improve the organization, and it's called additional role behaviors.

The studies on the organizational citizenship behavior have varied in research and analysis; this pattern of behavior has been given several names, including "unprofessional behavior", "extra-role behavior" and "loyalist or social support behavior. Organ as the leader of this trend put one of the important definitions, it Voluntary individual behavior which is outside the scope of functional duties and is not related to any direct and public relations to the system of formal rewarding, it contributes to improving an effectiveness for functionality performance inside an organization Organ(1988)**.**Mackenzie, Podsakoff&Ahearne(1998) defined OCB as if it is discretionary worker's behaviors which immediately promotes performance competency for an organization, separated from the worker's goal productiveness.

According toPodsakoff et al. (2000), OCB has seven categories or sorts: helping behavior, sportsmanship, civic virtue, self- development, individual initiative, organizational commitment and organizational loyalty. Moreover, OCB is recognized as an additional role behavior; Initially, OCB's concept was suggested and studied by the United States. Organ(1988) ; Podsakoff, Mackenzie, Moorman & Fetter(1990) ; Smith   et al. (1983)**.**Having reviewed some studies in connection with this concept, we can demonstrate different definitions as follows:MacAlister defines it as an inexpensive behavior that contains a set of actions and behaviors issued by the individual which cannot be considered implicitly or publicly the product of the direct orders of the president Work or attempt to implement the formal requirements of the job McAllister, (1989).Oreilly&Chatma have named this behavioral pattern to the behavior of social support and thus it is a set of actions not directly defined by the job description but which brings the interests and benefits of the organization above the direct individual interest Oreilly&Chatma (1988).Brief &Motowidlodefined itas a behavior of support and social cohesion and includes social actions Positive, not formally defined as functional role requirements, that is, they are not entrusted to individuals as activities an essential part of the workBrief &Motowidlo (1986).

In accordance with the definition of Organ, this connotation has reflected a "good soldier syndrome" a matter that is very important to the multitude and good activities related to an organization. That means doing a better job, creating an effort, exceeding standard requirements and bridging the gap between dynamic realities, regulations, and proceduresOrgan (2015).Mohammad and et al (2015)defined OCB as "assisting the organization to continuation in the future efficiently, effectively, and competitively through taking a set of moral, constructional, and positive behaviors that exceed formal work requirements to employees ".

3.1. Types of Citizenship Behavior:
Van Dyne and et al (1998) could separate citizenship behavior in fundamental categories that vary in accordance with who advantages from the act; colleagues or the organization (Figure1). Being **interpersonal** is the first classification for a citizenship behavior**,** colleagues are benefited by such behaviors, also assisting, supporting, and developing other organizational members are involved. Secondly,**an organizational citizenship behavior,** the larger company is benefited by these behaviors by protecting and supporting an organization in addition to enhancing operations and a sense of loyalty towards it.Researchers focus on organizational citizenship behaviors.

Figure 1: Types of Citizenship Behavior
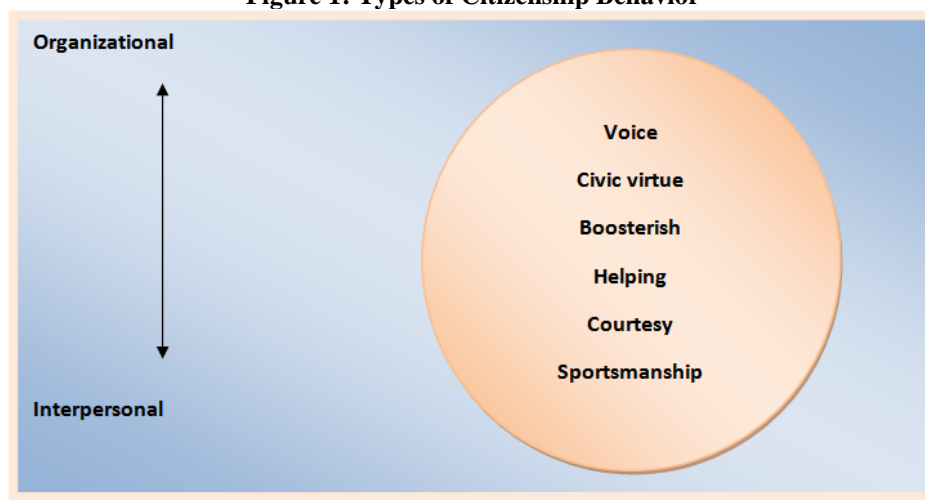
Source: Preparation of researcher

3.2. Dimensions of organizational citizenship behavior:
Organ (1988) broke up a dimension of obligation and put additional dimension of OCB and this broke up resulted in five dimensions of OCB: these dimensions reflect organizational behavior such as assisting coworkers, following organizations' rules and regulations not complaining, and actively participating in organizational issues. These dimension knowing as big five dimensions.*Altruism*(being helpful); is a sort of discretionary behavior, it includes behaviors assisting a particular person or it is an optional and discretionary conduct that have the influence through helping another person in organizational tasks, or the individual's desire to help others (bosses, co-workers, or clients).example for altruistic behaviors: Assisting others when they have loads of their work, and assisting, directing and teaching new persons without being asked to offer such help, covering the work of colleagues when they are absent . Provide some time to help others work, and volunteer to participate in commissions without Ask him to do so, volunteering to work overtime if needed, and willingness to take on additional responsibilities, and lend money to work colleagues who have financial difficulties.*Courtesy,* here means the extent to which a staff member contributes to the prevention of problems that may be experienced His colleagues, his awareness of the impact of his behavior on others, and the individual's desire to initiate communication to others Examples for courteous behavior Providing the necessary advice and information to colleagues, respecting the wishes and privacy of colleagues, avoiding problems with them, recognizing the impact of behavior on others, and avoiding hurting colleagues' feelings or infringing on their rights and avoiding problems with them, and the initiative to Contacting colleagues before taking action or decision may affect their jobs and maintain a good relationship with Co-workers, and help resolve conflicts and misunderstandings among co-workers.*Sportsmanship***,** refers to the individual's behavior towards accommodating the informal things that get in the working environment without complaining or nag, in addition to tolerance, patience and a sense of the problems of others. *Civic virtue***,** It refers to the behavior and activities of the individual through his or her constructive share within social life at an organization, and follow-up all its activities as attend meetings and seminars, and to see Publications issued by the organization a Civic virtue. *Conscientiousness,*displays the extra- role that are discretionary behaviors that exceed the necessities of an

assignment, job, as well as work ethicsrefers to the individual's indirect behavior towards the organization and others by adhering to working hours and increasing levels of performance from the expected to automatically, comply with the policies, regulations, instructions, and rules of work in the organization.

3.3. Characteristics of the behavior of organizational citizenship:
It is clear to the researchers through the definitions the existence of a set of characteristics of the behavior of organizational citizenship are (Al-Hayasat et al ,2013):
- ✓ Voluntary is non-mandatory behavior, arising from an individual initiative.
- ✓ Behavior that does not fall within the requirements of official work or job description.
- ✓ Behavior contributing in the organization's competency and success.
- ✓ Positive behavior, useful organizationally.
- ✓ Behavior is not within the formal job requirements or job description.

3.4. Patterns of Organizational Citizenship Behavior
The organizational citizenship behavior contains many patterns that can be exercised by employees in their institutions and as we illustrated in the figure (2) and we will summarize as it in the followingBrief &Motowidlo, (1986)**:**

*The pattern related to the worker:*This includes employee assistance to colleagues in matters related to work affairs, such as assisting absentee workers, directing new employees, helping staff that has many career commitments, and helping the supervisor. All these voluntary practices are not expected to be performed by the employee because they are not official requirements in the job.

*The pattern related to personal matters:*This pattern involves helping with matters related to social, family, or emotional problems facing colleagues, supervisors, or even clients.

*The pattern related withgoods and services provided by the Organization:*This pattern includes providing assistance to customers in matters related to goods and services such as providing guidance or explaining the methods and procedures that facilitate them to benefit from the services provided by the organization.

*The pattern related to administrative regulation:*This pattern includes compliance with organizational values, policies, and regulations in the workplace and the use of organizational resources optimize use and propose organizational or administrative improvements that contribute to increased Organizational effectiveness.

Figure 2: Pattern of OCB
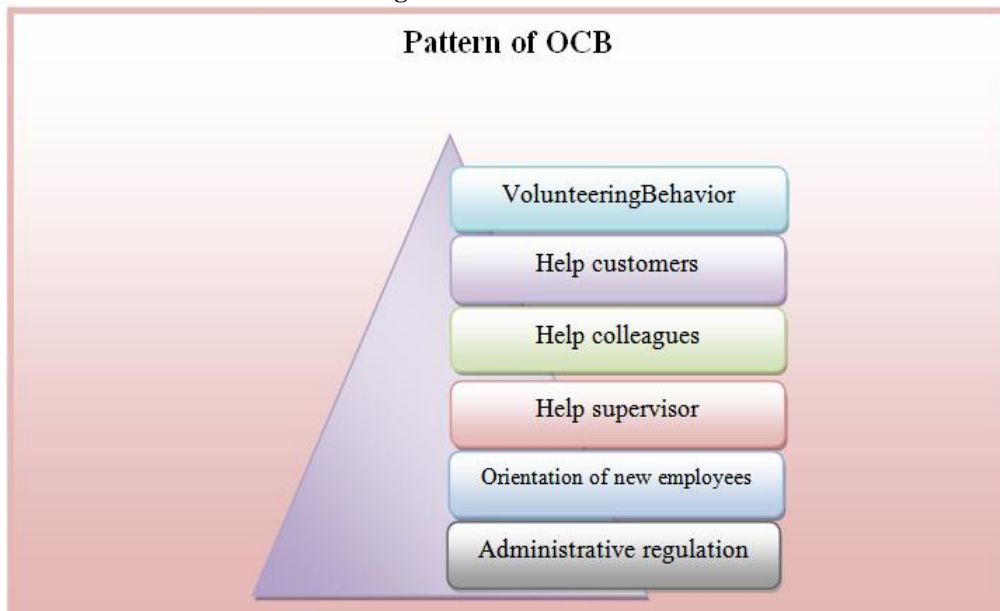
Source: Preparation of researchers**.**

3.5. Thepositive effects of organizational citizenship behavior:
The impact of OCB has been examined by many researchers; it has been on organizations' effectiveness and efficiency of their outputs. Research and studies have revealed a number of positive impacts of citizenship behavior Organizational on performance and organizational effectiveness

- ✓ Organizational effectiveness cannot be achieved through formal roles only but must develop and improve citizenship organizational behavior Organ(1990).
- ✓ That the behavior of organizational citizenship may contribute to the stimulation of social aspects of the organization, provides flexibility to work, and maintains the internal balance of regulation Smith et al., (1983).
- ✓ Organizational citizenship behavior improves conduct through reinforcement of a social behavior, reduction of friction and rising competencyBorman and Motowidlo (1993).
- ✓ Organizational citizenship behavior helps to improve productivity among coworkers and management productivity. Mackenzie et al. (1993).
- ✓ Organizational citizenship behavior helps reduce costs, services, and Operations expenses Organ& Ryan(1995).
- ✓ Organizational citizenship behavior enhances the organization's ability for attracting and retaining the best (George and Bettenhausen, 1990).
- ✓ The need to allocate resources is reduced by organizational citizenship behavior so as to maintain core activities and directs them more towards more productive goals Podsakoff et al. (1993).
- ✓ Organizational citizenship behavior helps to coordinate workgroup activities Karambyya(1990).
- ✓ Organizational citizenship behavior contributes to greater stability in the performance of an organization. And enables IT to adapt efficiently to environmental variables Podsakoff et al (2000).
- ✓ The behavior of organizational citizenship directly affects job leakage Employees who show a low level of organizational citizenship behavior they have a strong desire to leave and organization and vice versa. In another expression, job leakage is a reflection of the weakness of citizenship behavior organizational structure Chen et al. (1998).
- ✓ OCB helps increase quality and quantity regarding work done, i.e. the more citizenship and organizational behavior, the greater the work and its perfection Podsakoff et al (1997).

3.6. The barriersof organizational citizenship behavior
The lack of contribution of staff in the organization to the behavior of organizational citizenship is due to a number of obstacles including the followingKaram (2011):
- ✓ Not involving staff in decisions of concern to the organization and not strengthening their positive attitudes towards the organization.
- ✓ The inability of the organization to alleviate the workload on employees. Moreover, the pressure of work affects the efficiency of employees and their positive behavior, which is reflected on the distinction of their performance.
- ✓ Not giving an opportunity for employees to express their opinions leads to dissatisfaction with their jobs; this it will be an obstacle to achieve the citizenship behavior in the organization.
- ✓ Many institutions lack organizational justice. The existence of justice within the organization constitutes a powerful incentive for an organizational citizenship behavior.
- ✓ Economic and social factors, wage structures and salaries related to political and functional instability.

All previous restrictions can be overcome throughGhani (2001):
- ✓ Strengthen the personal thoughts and communication skills of employees to enhance their abilities to do additional behaviors.
- ✓ Administrative leadership should always seek to get the latest information on improving employee activities
- ✓ Opportunity supply for new employees so that they could engage in an organization, which motivates them to do the creative behaviors that achieve success for the organization?
- ✓ Focusing on the needs of employees and encouraging them to express their views, as the participation of employees encouraged them to make more efforts to achieve the effectiveness of the organization.

IV. ORGANIZATIONAL FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR
Several research and studies have contributed to the detection of some of the elements that affect the organizational citizenship behavior, in addition to their impact on an organization in general, in addition, its impact on the social framework of a workplace environment. These affecting factors have included several of the organizational variables and personality, but the researchers were limited to study the most important organizational factors that effect in the organizational behavior as we illustrated in the figure (3), namely, organizational justice, commitment to an organization, job satisfaction, culture of an organization and managerial style.

Figure 3: Organizational Factors Affecting Organizational Citizenship Behavior
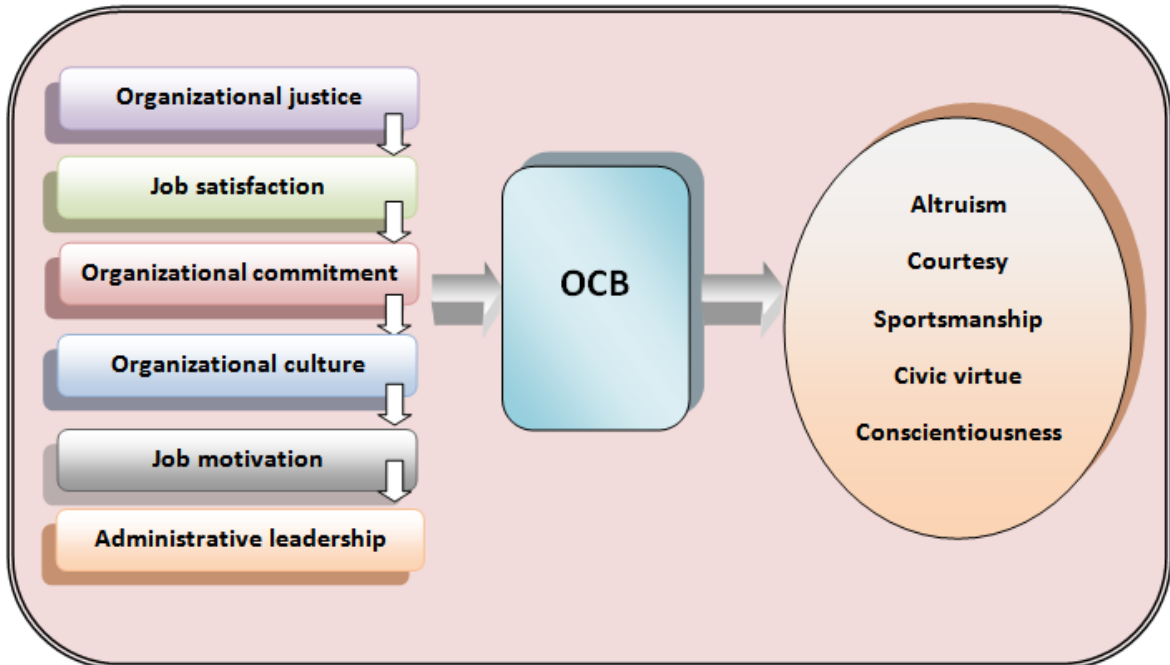
Sources:Preparation of researchers.

OrganizationalJustice: Justice is one of the basic components of the organization's social and psychological structure, and any malfunctioning on it may lead staff to follow harmful behavior toward an organization. Justice is defined as giving "Everyone what deserve"Organizational justice as a three-dimension concept: interactional justice, JusticeDistribution and procedural justice. Studies have shown that staff performance of OCB is one of the most important results of a sense of equity in the organization. And the Organization Justice is the key significant factor influencing employees' attitudes and behaviors in general and their performance of OCB in particular, and sense of injustice leads to a decline in the level of OCB. So the employees' sense of equality and equity makes them feel responsible for their organization and thus engage in a lot of volunteer work.

Job satisfaction:Job satisfaction, as by Tantiverdi (2008), is a state of delight the employee resulted from a job and experience, it is an emotional respondingto different job aspects, also there are some indicators that influence job satisfaction; the work itself: The jobs that provide an opportunity for the employee to demonstrate their skills and abilities tend to be the most preferred by employees. Pay, employees' wages and salaries, fair promotion in line with his hopes. Co-workers, employees perceived work as a place for social interaction where job satisfaction increase through having friendly colleagues and support; Employment promotion. Being promoted from one position to another, this promotion takes place according to responsibilities and organizational levels. Supervision: Supervision play important roles in management, Employees generally prefer to have fair supervision, and supervisor must be open mind and willing to cooperate with subordinates.

Organizational commitment: The definition of this concept can be a psychological feeling which determines the link between a worker and the organization; it reduces any possibility of leaving the organization by him/her Rego & Cunha(2008). According to Davis and Newstron (2001).The organizational commitment is the loyalty of employees to their functions, i.e., the employee committed to assisting in achieving the objectives of the organization and willingness to do high efforts to achieve the objectives of the organization. According to Meyer and Allen (1991), there are three types of organizational commitment including:*Affective commitment:* It is connected to the emotional feeling towards the organization and describes the emotional commitment to work in a positive and specific way.*Continuous commitment:* Reflects the nature of the individual's relationship with

the organization through what is receiving of revenue from the organization in return for his or her efforts or what would be lost if he/she quits an Organization.(Pay, Benefits).*Normative commitment:* it stands for the commitment to continuous work and loyalty of the organization by the staff, also the survival of individuals with the organization depends on expected standards of conduct or social norms.

Organizational Culture: Organizational culture is one of the fundamental variables that shape many organizational and administrative behaviors in general. Culture is created by the interaction of a group of individuals in an organization during their long time at work, demonstrates patterns concerning behavior, norms, customs, common language, symbols, and terms agreed upon, and over time gained a certain value and becoming an organizational culture of their own. In another word, it meaning a set of values, guidance beliefs, agreements and methods of thinking that have beencommon among the members of an organization is called organizational culture,the culture in general characterized as transitional, adaptable to the personal demands of the individual psychological, mental, physical and flexibility. Organizational culture is a system of concepts beliefs and values in the organization which reflects a conduct as well as differentiating one organization from another Masud (2004). The influence of this culture on organizational citizenship behavior comes from existing of a culture that encourages or rejects this type of behavior. In other words, this culture has either negative or positive effect on the relying on beliefs on which this culture is based.

Administrative Leadership: Administrative leadership is one of the most important foundations of the organization's success, it is essential for centers on which they depend on; it has the various characteristics and activities of the organization, including the behavior of employees and their activities. Taking the appropriate leadership style of the situation is the key factors in enhancing the performance of OCB among employees. The management style can influence the feeling and desire of employees to perform organizational citizenship behavior and take appropriate steps to enhance their abilities and skills to demonstrate it. Employees can not show the behavior of organizational citizenship unless they motivated by management through different means such as provide an appropriate working environment, change some of the basics of staff performance, the circumstances in which they work, and to organize human resources to help strengthen the organizational citizenship behavior of employeesOrgan et al. (2006: 94). Some studies have revealed that administrative leadership; the features of work environment influence the behavior of organizational citizenship, in a manner which is more than Staff's personality. The researchers concluded that leadership patterns and effective management eventually lead to higher organizational citizenship behavior Ali and Waqar (2013: 298).

Job Motivation: Motivations get the success for employee performance. There are two types of motivations, the first type is intrinsic motivation which is referred to the driven force owned by all individuals which give a trend tobe fulfilling their goals, the second type is extrinsic motivation which means individual willingness to complete a task because of some separable results or rewards. It is raised relying on the environment of the workplace, such as environments of jobs or external rewards Deci& Ryan (1985); Marquis and Huston(2009). Managers have a big challenge to keep their employees motivated because motivation gets the success to the organization these days. Taking into consideration the significance of the motivational process in an organizational environment, in addition its impact and role in job directions or attitudes which is one of the organizational factors to check its relationship and effect on OCB.

V. THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL FACTORS

We can explain the relationship between organizational citizenship behavior and organizational factors as follows:

Organizational justice's effect on OCB:"Organizational justice has a positive and important influence for on OCB" (Karem, 2012) analyzes the impact of employees'perceptions of justice on organizational citizenship behavior in governmental ministerial units in Jordan. This study demonstrates that there is a positive impact of this justice within a style of procedural, distributive, and interactional justice, such an influence is on OCB and its dimensions (Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness). In addition, organizational citizenship behavior was more strongly associated with procedural justice than distributive and interactional justice;Jafari& Bidarian (2012) attempt to examine the connection between organizational justice and citizenship behavior. They showed that components of organizational justice(procedural, distributive, and interactional), as predicative variables, had significant positive relationship with OCB,Mathur (2013)this study demonstrate that organizational justice and organizational citizenship behavior have an important link, it has also been displayed that interactional justice is perceived by employees so that it could be of most importance to

impact additional role behaviors and important diversities generally, in addition to interactional justice perceptions that have been existed in between both genders**.**

Similarly, Fatimah**,**Amiraa, and Halima (2011) their studyreached an important connection between organizational justice, job satisfaction, and OCB, they also found that positive significant connection with job satisfaction where OCB acting as a moderate between both variables. The role of organizational trust within the relationship between organizational justice and OCB was investigated by Islam (2014), the research results demonstrate a significant positive effect of organizational justice dimensions on OCB. Güven&Gürsoy (2014)try to find the link and interaction between organizational justice, organizational citizenship behaviors, and dimensions. They showed a positive impact of organizational justice on organizational citizenship behaviors as well as on its dimensions. Chegini(2009), through his study, it was shown that all organizational justice dimensions were positively connected with organizational citizenship behavior. The differential influences of multi-foci perceptions of organizational justice on organizational citizenship behavior were discovered by Karriker& Williams(2009). Tahseen& Akhtar (2016) attempt to explore the mediating role of faculty trust in the connection between organizational justice and citizenship behavior, the impact of organizational justice on organizational citizenship behavior was significantly mediated through faculty trust, as indicated in their study.

Job Satisfaction's effect on OCB: Miao (2012), display that both OCB and job satisfaction have a positive important connection, in addition to a positive significant link among OCB with perceived organizational support, task performance, as well as task performance and job satisfaction. Arif, and Chohan (2012), their study showed that there is a positive connection between job satisfaction and OCB dimensions.Moreover, OCB relationship and Job satisfaction were 57.2%.Foote&Li-Ping Tang (2008) found an availability of a significant connection between job satisfaction and OCB, either the relationship of OCB and team commitment. The greatly important, the commitment of team was moderating the link between OCB and job satisfaction, such that, in the case of commitment was high, the connection was stronger.Pavalache-Ilie (2014) showed that people satisfied with their work tend to frequently adopt organizational citizenship behaviors. These behaviors are associated with the self-efficacy, the internality, and length of service within the organization.

Guidelines were provided by Wael (2016)**,** in order that they could assist company senior management for measuring and understanding the way Job satisfaction influences OCB's team members, it was also showed that there was a significant positive link between job satisfaction of employees and organizational citizenship behavior, a matter that influences the employee and the organization performance.Ünal (2013) tested affective commitment and his mediating role and commitment to the connection between aspects of the dimensions of OCB and job satisfaction, the finding showed that moral commitment had a partial role in mediating on the connection between job satisfaction towards work itself and altruism, also moral commitment has a complete role of mediating at the link between job satisfaction among colleagues employees and altruism. Moral and calculative commitment has a complete role of mediating on the connection between job satisfaction with policies of firm, supervisors, promotion, and sportsmanship.

Organizational commitment's effect on OCB: The structure of organizational citizenship behavior and its relation to organizational commitment were tested in Nepal by Gautam et. al.(2005), their study demonstrated that a factor of exploratory and confirmatory revealed to factors of OCB, On one hand, it showed that moral and normative commitment have a positive relation and citizenship factors on the other calculative commitment was negatively linked with compliance and not connected to altruism. Mehrabi and et al (2013),tried to demonstrate a relation between organizational commitment and dimensions of OCB, the findings find out that there is no connection among OCB and organizational commitment at textile factories, but an organizational commitment has a positive direct connection with altruism and conscientiousness dimensions.Ibrahim & Aslinda,(2013), are tried to test the connection among an organizational commitment and OCB. It was concluded by them that organizational commitment was positively and significantly related to OCB.Jafari and et al(2012), displayed that around OCB dimensions, civic virtue and sportsmanship did have a significant positive correlation to organizational commitment but altruism, conscientiousness dimensions hadn`t significant correlation with organizational commitment.Zayas-Ortiz and etal.(2015)are tried to investigate whether there had been a link between commitment and behavior of organizational citizenship.

Amongbankmployees,they showed that a positive correlation existed among the organizational commitment, indicators of organizational citizenship behavior and civic virtue, courtesy and altruism dimensions shown by the employees. The strongest correlation was among dimensions of affective moral commitment with the civic virtue dimension of organizational citizenship.Lavelle and et al, (2009) constructed the relationships link among procedural fairness, commitment, and OCB; it was anticipated to be stricter when referred to same aim than when referring to other aims. They showed (A) positive link between OCB and commitment (B) commitment mediating impact on positive link between OCB and procedural fairness; it was especially probable to emerge when the structures referred to similar aim.Çetin,Gürbüz and Sert (2015),

examined the influences of four potential moderators of this relationship, the correlation between organizational commitment (OC) and organizational citizenship behavior (OCB) was analyzed by them. They found out the Moderating influence on publication bias was not significant, but a significant influence of organization type was found.Amin and at el(2016) showed there was not any significant relationship among affective and normative commitment components and the employees' organizational citizenship behavior among nursing staff.

Organizational culture's effect on OCB: Purnama(2013), it may be summarized that there are assured factors which relate to inculcating OCB among the employees with Culture which is practiced at Workplace and which has got to do with. Ghashghaeinia, Hafezi(2015), tried investigating the link between organizational citizenship behavior among staffs at Islamic Azad University of Fars and organizational culture and. The outcomes displayed that 1.The factors of OCB has a positive significant connection with indicators of organizational culture in the studied population. 2. There is the highest effectiveness among organizational citizenship behavior components belonged to consideration; politeness and the least effective factors was that of organizational excellence. The highest effectiveness among factors of organizational culture belongs to innovation and the least effectiveness to job challenge. 3. Organizational culture and organizational citizenship behavior's levels were different among managers, officers, and faculty members. Sarafraz &Kia(2015) search the relationship between OCB and organizational culture, with the social organization of khorramabad city, results displayed an important connection between OCB and organizational culture of employees at social security sections of khorramabad.Atai and et al (2014),this study was conducted so that it could investigate whether there is any link between organizational culture and OCB of employees in public, private and social security hospitals and determine the sort of culture having the highest influence on improvement of organizational citizenship behavior. Mohanty(2012) found afeedback from testing the hypotheses displayed that correlation between the two variables is significant and this confirms theoretical infrastructure of the study according to which Organizational culture as a motivating and facilitating factor is effective on an appearance of employees' organizational citizenship Behavior.

Motivation's effect on OCB: Moradi(2015) studied the impacts for a motivation of work on organizational citizenship behaviors of Youth and Sport Office employees in Chaharmahal and Bakhtiariprovince. The findings showed that each dimension of work motivation partially defines organizational citizenship behaviors and it is required that managers upgrade their organization by identification and extension of work motivation dimensions especially, Self-Concept Internal Motivation and Instrumental Motivation for happening of organizational citizenship behaviors and lastly the effectiveness of their organizations.Espejo(2011) investigated the effects of employees' role perceptions on three types of OCB and on their motivation to perform these behaviors. Outcomes showed that employees'), motivation increases when they perceive the behaviors as in-role when they are externally motivated to perform OCB (by extrinsic or institutional motives) However, employees' motivation is mostly independent of their role perceptions, when they are internally motivated to perform OCB (by intrinsic or altruistic motives); the relationship between three different types of motivation was studied by Rodriguez(2010). (Overall, Intrinsic, and Extrinsic) they showed the link between OCB and motivation for customers support staff, compared to the relationship between two major supports roles (Desktop and Helpdesk) in addition to their gender (Male and Female), at the end, he addressed the relationship between OCB and motivation. Ibrahim (2014), try to study the influence of motivation on OCB, it was in Telkom Indonesia in Makassar, analysis of such a study showed that OCB was affected by extrinsic and intrinsic motivation; however, the bigger direct impact is given by intrinsic motivation than extrinsic motivation. The relationship between job motivation and OCB with organizational climate was determined by Ghanbari&Eskandari (2013), they use Pearson correlation and multiple regression and findings showed the significant positive correlation among job motivation and organizational climate.

Administrative leadership style's effect on OCB: Lian& Tui (2012), this study aimed at examination a model of theory-based forecasting of the links among subordinates' competence, styles of leadership, downward impact tactics and findings of organizational citizenship behavior in organizations of Malaysian-based. The outcomes found that the style of transactional leader is negatively related to organizational citizenship behavior, while the transformational leadership style has an important positive relationship with subordinates' organization citizenship behavior. Such outcome clarifies styles of direct effects of leadership on the subordinates' outcome. Furthermore, inspirational renewal and tactics of consultation, reducing the impact tactics, were found going between the relationship of OBC and transformational leadership. Khan and et al (2013), this study aims at testing the relationship between styles of leadership and citizenship behavior at medium and small scales for IT companies operating in Pakistan. This study has found out the correlation among styles of leadership proactively contributing to increasing the organizational citizenship for all stages regarding employees' behavior.

Yesuraja and Yesudian (2013).This study is aimed at identifying the leadership styles used by supervisors (leadership style)Autocracy, democratic leadership style, free leadership style, parental leadership style) and level ofOCB, also studying the relationships among them.The results found a positive relationship

between styles democratic and autocratic leadership and OCB. There is no relationship between the age, the years of experience, and the qualification and level of organizational citizenship behavior.Ali and Waqar (2013),this study aimed at determining the OCB around school teachers and their relation with different leadership types (transformational leadership, mutual leadership, free leadership) in which they work. One of the major outcomes of the study was that the OCB is significantly related to leadership patterns. Regarding transformational leadership and organizational citizenship behavior, there is a strong relationship, after that mutual leadership, then free leadership, under which teachers showed less practice of organizational citizenship behavior.

VI.   DISCUSSIONS AND CONCLUSION

This study was implemented for purpose of exploring the connection between organizational citizenship behavior and organizational factors (organizational justice, organizational commitment, job satisfaction, organizational culture, management style, and motivation). After reviewing the selected literature and from their findings we can conclude the following**:**

Concerning organizational justice, all last studies generally demonstrate that organizational justice is connected positively with organizational citizenship behavior such as findings ofKarem (2012), in line with Jafari&Bidarian(2012), Islam (2014), Güven&Gürsoy(2014) and Chegini (2009).

The differential effects of organizational justice perception on OCB were explored by Karriker□& Williams(2009), a significant relationship between organizational justice, job satisfaction and OCB was found by Fatimah, it was also found that a positive significant connection to job satisfaction on which OCB acts as a moderate between both variables. Mathur(2013) has the same findings of others; in addition, they found employees realized interactional justice to be most essential in affecting an additional role behavior and significant differences overall in addition to interactional justice perceptions that were explored among both genders.

Concerning Job satisfaction, the findings of Maio (2012) in agreement with others such, a positive significant relationship between job satisfaction and OCB was indicated by Arif &Chohan(2012), Pavalache-Ilie (2014). Besides, Weal (2016) has the same result of the last study furthermore that positive relationship affects the employee and the organization performance. A significant relationship between job satisfaction and OCB was found by Foote&Li-Ping Tang(2008); it was moderated by a commitment of the team.Affective commitment has a partial mediating role on the relationship between job satisfaction with work itself and altruism, as found by Ünal (2013), it was also explored that affective commitment has a complete role of mediating on the connection between altruism and job satisfaction with fellow workers. Continuance and affective commitment have a complete role of mediating on the link between job satisfaction towards company policies, promotion, supervisors, and sportsmanship.

With regarded to organizational commitment there were conflict results because of different of sectors study. Findings of Ibrahim & Aslinda(2013) at government-owned corporation companies, David and et al (2008), Lavelle and et al (2009) and Zayas-Ortiz and etal(2015) in privet banking sector included a positive significant connection between commitment and OCB. In addition, Maria found the strongest correlation with civic virtue dimension of OCB and types of commitment (affective and moral). Leyla and et al (2016) their findings revealed that no significant relationship between two types of commitment (normative and affective)and OCB in nursing staff ,IT WAS SHOWED BY Gautam and et al (2005) that a positive connection between both: affective and normative commitment, on the one hand, and factors of citizenship on the other continuance commitment was related negatively to compliance but not related to altruism,Mehrabi and et al(2013) their findings reveal no relationship between organizational commitment and OCB at textile factories but organizational commitment, it has a positive direct relation with altruism and conscientiousness dimensions, Jafari and et al(2012), showed that around OCB dimensions, sportsmanship and civic virtue had considerable and positive correlation with organizational commitment but conscientiousness, altruism, dimensions hadn`t important correlation with organizational commitment.

In short, OCB, in general, a positive significant relationship is held with part of antecedents " organizational commitment , job satisfaction and organizational justice"   so this study provides guidelines that will help management in any sector to enhance the levels of organizational commitment, job satisfaction, organizational justice and of their employees by encouraging OCB that we believe will motivate employee and reduce intention to leave an organization, this ultimately decreases the cost of losing highly skilled and invaluable employees.

*Concerning organizational culture,*the study of Mohanty (2012), Sarafraz &Kia (2015), Atai and et al (2014), and Ghashghaeinia&Hafezi (2015) in general demonstrates that significant relationship between OCBandorganizational culture, although the studies applied in different places, the impact of organizational culture, OCB, organizational commitment, and job satisfaction was examined by Purnama (2013), he finds positive relationship between all previous factors ultimately affect the organizational performance.

Concerning the motivation, all the studies analysis found intrinsic motivation has a significant influence on OCB, also the effect resulted from extrinsic motivation has little impact on OCB but cannot be ignored.

With regarded to leadership style, after reviewing selected studies the researchers found that, there are conflict findings between Ali et al (2013), Khan and et al(2013), and Lian& Tui (2012), While result by Ali et al, Naveed et al have the same result that demonstrates significant relationship between OCB and leadership patterns, Lee and et al find that the style of transformational leadership has an important positive connection with the behavior of subordinates organizational citizenship, and the style of transactional leader is related negatively to the behavior of organizational citizenship. Yesuraja and Yesudian (2013) their study found a positive relationship among styles of democratic and autocratic leadership, and OCB. Demographic factors and OCB have no relationship.

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