

## Designing Model of Organizational Citizenship Behavior and Health Administrative "Issued by Supreme Leader" By mediator organizational spirituality

Samaneh Mehdizadeh<sup>1</sup>, Alireza Manzari Tavakoli<sup>2\*</sup>, Sanjar Salajeghe<sup>3</sup>, Ayyub Sheikhi<sup>4</sup>

1. PhD student of Public Mangement, kerman branch, Islamic Azad university, Kerman, Iran
2. Assistant Professor, Department of Public Management, kerman branch, Islamic Azad university, Kerman, Iran
3. Assistant Professor, Department of Public Management, kerman branch, Islamic Azad university, Kerman, Iran
4. Assistant Professor Department of Statistics, Shahid Bahonar University of Kerman, Iran

### Article history:

Received date: 5 September 2017

Review date: 25 November 2017

Accepted date: 27 December 2017

Printed on line: 15 March 2018

### Keywords:

Organizational Citizenship Behavior (OCB), organizational spirituality, organizational citizenship performance, state-owned organizations

### Abstract

**Purpose:** Although, several studies have been conducted on the concept of organizational citizenship behavior (OCB) and its relationship with health promotion of the administrative system, organizational spirituality as a factor affecting organizational citizenship behavior has been less considered in organization and management literature in recent years. The study aimed to investigate the organizational citizenship behavior by health promotion of the administrative system, "issued by Supreme Leader", considering the mediating role of organizational spirituality to present a desirable pattern. Accordingly, while reviewing the theoretical literature, their respective variables and scale, the overall framework of the study was formed. **Methodology:** This is an applied study in terms of objective and descriptive-correlational in terms of nature. The statistical population of this study were all staff of state-owned organizations of Kerman province in 2016-17. Sampling was done by two-stage cluster sampling method. Organizational citizenship behavior inventory 0.77 and organizational health 0.73 and organizational spirituality 0.90 were used to collect data. For analyzing the data, descriptive and inferential statistics (correlation test and structural equation modeling) were used and data were analyzed using SPSS and AMOS. **Findings:** The results showed that the interpersonal citizenship performance model, job citizenship performance, organizational citizenship performance, and the health promotion of the administrative system, "issued by the Supreme Leader", have a goodness of fit given the mediating role of organizational spirituality. **Discussion:** One of the areas of management that can have a great deal of spirituality is organizational citizenship behavior management whose purpose is to help change the behavior of individuals in the organization and thereby achieve operational goals in an efficient and fast way.

**Please cite this article as:** Mehdizadeh, S. Manzari Tavakoli, A. Salajeghe, S. Sheikhi, A. (2018). Designing Model of Organizational Citizenship Behavior and Health Administrative "Issued by Supreme Leader" By mediator organizational spirituality, *Iranian journal of educational Sociology*, 1(8), 95-107.

\* Corresponding Author: Email: a.manzari@iauk.ac.ir

## 1. Introduction

The individual behavior of staff in the workplace has attracted the attention of many researchers in recent decades, and various behaviors have been analyzed in these studies. Contrary to the past when employees were expected to act as official roles, in new psychological contracts, behaviors beyond roles are expected. In recent decades, some terms were used to describe such behaviors, such as: employee social behavior, extra-task behavior, employee's citizenship behavior, pre-social behavior, organizational transpersonal and spontaneity behavior, and contextual performance. Although each of these concepts had different origins, they generally refer to the same meaning considered as "organizational citizenship behavior (OCB)," and it refers to those activities related to the individuals' role in the organization that is done by the individual beyond the expectations of the duty and job description and although the organization's official reward system does not identify these behaviors, they are effective for good organizational performance. In academic and professional literature of management, there has been considerable attention to the performance of organizations to understand the effect of staff extra-task roles on their participation positively. Among the various extra-task roles, the vital importance of citizenship behavior in organizational effectiveness has been proven for pragmatic managers (Zeinabadi et al., 2008).

OCB as an organizational paradigm and thinking asks executives and leaders to imagine their organization as a country and consider their fundamental management challenge as creating organizational citizenship as a voluntary commitment in relation to goals, practices and ultimately, the organization's success (Kakhaki et al., 2007). Thus, the path to achieving the organizational objectives is facilitated; in this case, trust and commitment are of great importance, but it rarely is achieved in the absence of voluntary cooperation behavior. In addition to the need for this behavior in the current changing world, voluntary cooperation is a key factor in the effective implementation of strategic decisions. Implementing the goals of a strategic decision requires the creativity and simultaneous action of individuals, and both require a spirit of voluntary cooperation, therefore one of the main challenges of strategic management is how to achieve this cooperation (Vigoda, 2007). In fact, OCB are based on a set of human values that are rooted in the nature of mankind from the perspective of Islam, including the tendency towards virtue exists in mankind innately. This tendency is defined and categorized in different ways. If citizenship behavior has a religious origin, will have no adverse effects for the organization. This approach is based on the assumption that man cannot have a healthy life without having thought, will and faith, or do a useful and fruitful work for humanity and human civilization and leads to social unity (Motahari, 2009).

Also, by entering concepts such as ethics, truth, belief in God or a superior force, integrity, conscience, magnanimity and forgiveness, trust, mercy, kindness, emotions, consideration, meaningfulness in work, solidarity with colleagues, encouragement of colleagues, feeling of peace and harmony, altruism, and so on, into research and management and business activities, all suggest the emergence of a new paradigm. According to many scholars, this new paradigm of the workplace, which is derived from quantum physics, cybernetics, chaos theory, cognitive science, religions and eastern and western religions, and in fact is a reaction to the modern solid and mechanistic paradigm is the spiritual paradigm. Even theorists such as Wanger-Marsh and Conley have predicted certainly that this new paradigm will be the fourth wave in the wake of the third wave raised by Alvin Toffler (Bayerman & Viti, 2001).

As a result, with the commonalities between OCB and moral and human values, individuals, in fact, develop employees from the inside by enriching the staff's insights and attitudes toward work, officials, peoples, rights and duties, so that citizenship behaviors are considered as part of their tasks. In this case, the staff behavior will be heavenly and prevent the occurrence of citizenship behaviors with intentions which ultimately harm the organization. On the other hand, staff with religious beliefs have smart behavior so that they well understood to balance the extra-role and intra-role behaviors so that the outcome will be in favor of the organization. In some cases, it helps the organization focus on environmental factors and organize the external effective factors. At this stage, we try to create a better and more desirable environment to promote and stabilize the citizenship behaviors. But the important thing here is to pay attention to the capacity of people and note that people have different spiritual capacities. Some people, when enriched and developed internally, have so much spiritual capacity that even in the unfavorable environments show their extra-role behaviors in the best way possible. But those with lower spiritual capacities, their behaviors are heavily influenced by environmental factors, so if they do not have the necessary ground for promoting citizenship behaviors, they are quickly discouraged by such behaviors, or may be engaging in negative citizenship behaviors. Therefore, the organization must make both material and spiritual investments in both fields to achieve the desired result (Elhami Nia, 2003).

Some considerable reasons for the interest in spirituality in the organization in recent years, among researchers and employees, are disappointment of the workforce, the recession, increased senior management's uncertainty, increased demand for more work hours and more profits and reduced staff health. Many people today feel dissatisfaction, restlessness and insecurity in their work. Some scholars believe that there is a fundamental tension between rational goals and spiritual evolution throughout the workplace. They perceived gaining financial successes at the cost of human values and at the start of the new millennium, they found new ways to help staff in balancing their work and family life, as well as boosting their potential capabilities in the workplace. Self-actualization and full-fledged self-expression in individual abilities will be more facilitated with the arrival of spirituality to the organization. Spirituality will be linked with increasing creativity and innovation, honesty, trust and commitment in work, along with the increasing sense of personal development of staff. Today developed staff are looking for something beyond material rewards in work (Markerz et al., 2005).

The administrative system, with due regard to the governing rules and regulations and according to the pre-designed administrative order, performs its duties well to achieve organizational productivity. Administrative health is one of the longstanding wishes and aspirations of various societies, so that it is a fair distribution tool for serving all citizens. From the beginning of the formation of governments, the good government and good governance that safeguards the interests of the public have been discussed and many theories are provided in this regard which show its importance. The idea of administrative health is combined with the concept of good government and good governance. Plato considers ethics and virtue as the foundation of good government and Aristotle considers the wisdom and rule as the foundation of a good government, some consider the religious government that takes rulings from revelation and use it in natural rules, and some consider the power and authority of the state in the domestic and foreign sovereignty, as a criterion for good government. The World Bank considers issues such as participation, rule of law, transparency, accountability and responsibility, consensus, equality, effectiveness, and efficiency as necessities of a good government (Danaeifar, 2009).

Naiydo (1999) believes that the emphasis on the need for sustainable development and the belief that access to it is possible only through a healthy state, capacity building in the civil society, informed citizens, participation through voluntary organizations, democracy, respect for human rights, legality, effectiveness and efficiency, and accountability as the features of a good governance. Therefore, to have a healthy administrative system, good government and good governance based on participation and democracy is required, and this can be achieved by decentralization and delegation of affairs, both at the organizational and at the macro level. The decentralization reduces the power gap and the reduced power gap will reduce the institutionalized administrative corruption. In a positive state of health, the organism continues to grow and develop besides doing its tasks. Administrative health refers to a situation beyond the short-run effectiveness of the organization. The administrative system health is a set of relatively stable features that is associated with meeting with the environmental conditions, high morale of the workforce, adequacy to solve problems, act speed, and so forth. In general, the health of administrative system emphasizes the outcome of effective work (Sharifi et al., 2010).

The absence of administrative health as one of the most important threats to economic stability, development and progress, faces the path to economic growth with many obstacles and has adverse effects on economic development, in particular, on open economies, and through inaccurate guiding of potential human talents and resources to false practices, given that human resources form the basis of the true wealth of an organization, and the attention to staff is one of the effective tools for increasing staff productivity and optimal use of individual and group capacity and capabilities in line with organizational goals. If the administrative system is not healthy and efficient, in spite of the good intentions of policy makers, what is realized in practice may conflict with those goals and policies. Given this and the importance of OCB as one of the research axes in governmental organizations, this study seeks to establish the ground for identifying the factors related to OCB with regard to the mediating role of organizational spirituality in promoting the health of the administrative system. On the other hand, since in the general policies of administrative system, "issued by the Supreme Leader," special attention is given to the guarding the administrative health, (Clause 24 of the general policy of the administrative system), so the main research question is what the proper model for explaining the relation between OCB and the health promotion of the administrative system, "issued by the Supreme Leader" is with regard to the mediating role of organizational spirituality to provide a desirable model (case study: government organizations in Kerman province)?

## 2. literature Review

Organizational citizenship behavior is beyond the task function and the level of individual's technical skill, in other words, the behaviors such as support, confirmation and preserving the context and the socio-psychological conditions somehow act as facilitator of performing organizational tasks. OCBs are activities that a person is not asked to do them, but doing them supports the organization and benefits it and it is completely voluntary and individual, which means that individuals do not receive rewards to do these behaviors officially, nor they will be fined and punished for not doing so. In fact, OCB are self-sacrificing actions by the staff to provide the comfort and welfare of others (Castro et al., 2004).

There are certain expectations from a human being as an organizational citizen. Staff are expected not only to be individually more productive, but even needed to increase productivity through helping others.

The importance of using the concept of organizational citizenship behavior is that it will enhance organizational efficiency, organizational innovation, and competitive advantage. It is expected that staff behavior will be such that he serves for the organizational goals more than the requirements of the role and beyond the formal duties. According to researchers' research of citizenship behavior from the practical and theoretical point of view, they concluded that citizenship behaviors are typically derived from positive job attitude, task characteristics, and leadership behaviors. Therefore, previous research suggest when people are likely satisfied with their job, and when some tasks are assigned to them that are satisfactory, or when they have supportive and inspiring leaders, they work much more than their formal job requirements. (Lim & Loosemore, 2017).

In general, it can be acknowledged that OCB has the following characteristics: 1) A kind of inner desire causes such behaviors and is in fact self- spontaneous and conscious. 2) These types of tasks are not predicted in the job description of people that is why they are not honored through the formal organizational reward system. 3) In the long term, the repetition of these behaviors leads to increased organizational efficiency and effectiveness. 4) Performing and occurring these types of behaviors by the organization's staff leads to a positive organizational climate and the prevalence of altruism in the organization. 5) These behaviors have an intrapersonal origin and have internal rewards such as a sense of satisfaction and personal satisfaction. In addition, the encouragement of these behaviors by the organization will promote the probability of the appearance of these behaviors by the employees. 6) Individuals will not be held accountable by the organization if they do not do such behaviors. 7) The above-mentioned behaviors are mainly done to support a variety of organizational resources (human, material, financial) (Abilley et al., 2008).

The basis of OCB in this study from the perspective of Borman & Coleman (1993), includes a three-dimensional model. In this model, OCB is made of three dimensions: interpersonal citizenship performance, job citizenship performance, and organizational citizenship performance. One of the factors that helps the organization to achieve its goals is administrative health. A healthy organization is one that not only survives in its environment, but also adapts sufficiently in a long period of time and can continuously develop its ability to survive and adapt (Zahraei and Rajaei Pur, 2011). Argris believes that in an effective system, problems are solved with minimal energy consumption and the mechanisms of problem solving are not weakened, but maintained and strengthened. So an organization has perfect structure and procedures to understand the problems, finding solutions and decision-making through solutions, their implementation and evaluating their effectiveness. Argris study on a healthy plant shows that traditional organizational health indicators such as low turnover, low absenteeism, sufficient production, high loyalty, positive employees' feelings about management, and vice versa may not provide a good basis for recognizing the plant as a healthy system. (Zangal, 2002).

Miles considers the characteristics of a healthy organization in meeting three basic needs: 1) Organizational task requirements 2) Survival needs 3) Organizational development needs. According to Lidin and Klingel, supervisors in healthy organizations are committed, loyal and high-spirited staff with open communication channels. In addition, those working in healthy organizations are more efficient and productive. While all supervisors are likely to think that their organizations are healthy, this does not always happen. Krieger and Hanson (1999) presented a value-driven paradigm for creating truly healthy organizations. They offer values that are tending to be ultimate and are desirable per se, and each one can be a tool for creating individual and organizational competence and increase organizational effectiveness and

health in long term: 1) Honesty and truth: Organizational interaction and inter-organizational exchanges are not possible without the publication of the basic expectation that contracts and agreements are done with honesty, good faith and a desire for respect. 2) Trust: It increases the ability to commit and engage in long-term effectiveness in organizational transactions. 3) Humility: Without the least modesty, normal trends and organizational communications tend to be influenced by defensive behaviors and programs derived from a high level of organizational inadequacy. 4) Forgiveness: Letting to express feelings and beliefs about what others have to do and what they can do. Forgiveness increases the possibility of accepting new initiatives and reducing the stress of organizational members. When we forgive others, we choose to live in healthier relationships with others. 5) Compassion: It is a foundation for feeling what others feel, creating a solid basis for collective action, and increases the sense of trust and the probability that organizational values will be realized. 6) Gratitude: It creates a basis for healthy interpersonal relationships, with the provision of norms of respect and positive attention to the needs and helping others. 7) Service: Serving others, in the thought, feeling and action, creates a productive climate that develops communication with a high degree of human qualities, rather than relationships predominantly based on the instrumental value and transaction costs. 8) Relaxation and peace: Relaxation and peace increase the likelihood of organizational members being satisfied with the organization and reduces their chances of exhaustion (Zakki, 2012). Of course, the organizational performance on a particular day may be effective or ineffective, but long-term symptoms in healthy organizations are effective helping. If specialties and techniques are in full health, responsibility of employees will be increased and the quality of products and services of organizations will be improved. Therefore, efforts to improve the health and well-being of the workforce should begin and continue through making the organization healthy. Improvement, growth and development of organizational health state that healthy workplace should be improved. The dimensions of administrative health in this research include value factors, inter-organizational factors, external factors (Divi and Wilson, 2007).

Mitrov (2000) defines spirituality as seeking to find the ultimate goal of life and living on the basis of this goal. Others define spirituality as a kind of meaning and awareness in life. Some others insist on the concepts of Eastern religions, such as Taoism, Buddhism, and Islam. Such scholars rightly claim that these non-Western societies created integration among personal life, work, recreation, worship and other aspects of life much better. Some research on spirituality suggest that for a Catholic theologian, spirituality is a way to move towards divinity, for a sociologist, it is a personal search to understand the meanings and values that may or may not embrace the concept of God or the transcendent being. For others, spirituality means knowing and living based on the awareness that life is more than what we see. Organizational spirituality is an attempt to create a sensitivity towards self, others, superior power (God), and the pursuit of what is needed for being human, and the search for full humanity. It seems that the latter definition is both theoretically and practically more comprehensive than other definitions. On the one hand, it refers to the quadruple dimensions of human communication, whose existence is at least inevitable in one aspect, and on the other hand, proposes an attempt and sensitivity for perfect humanity. Alkins et al., (2003) studied the literature on spirituality in an effort for wider understanding of spirituality and by examining the components of spirituality found that spirituality included nine essential characteristics. In fact, they consider the phenomenon of spirituality to have a multi-dimensional structure, which consists of nine major parts. These components are summarized as follows: 1) The spiritual or psychic dimension: it is experienced as a person's specific God, superior person or psychic one. 2) Meaning and purpose in life: in the sense to fill the

"existential gap" with meaningful life. 3) Having mission in life: A spiritual person has a sense of duty and commitment. 4) Sanctity of life: Life is about holiness, and the spiritual person can have experiences such as awe and wonder, admiration and surprise and comfort in non-religious situations, and the whole life is holy. 5) Non-respect for material values: The final satisfaction can be found not in the material but in spiritual matters. 6) Altruism: It means to be influenced by others' suffering, having a sense of social justice, and that we are all part of the creation. 7) Idealism: A person depicts a better way in the mind and tends to satisfy this ideal. 8) Awareness of tragedy: Pain, tragedy and death are parts of life and they give it color and flavor. 9) Fruits of spirituality: Real spirituality changes all aspects of being and ways of living (Vast, 2001). In this research, dimensions of spirituality include individual level, group level and organizational level.

### 3. Methodology

In this research, entitled 'the desirable model of The Relationship between Organizational Citizenship Behavior and Health Promotion of the Administrative System "Issued by Supreme Leader" with Regard to the Mediating Role of Organizational Spirituality to Provide a Desirable Model (Case Study: State-Owned organizations of Kerman Province)', library studies and interviews with experts and distribution of questionnaires have been used. In this study, firstly dimensions and components of the Organizational Citizenship Behavior, Health Promotion of the Administrative System and Organizational Spirituality were identified through library studies and expert interviews (the value resources examined including books and articles referenced by experts). While identifying the dimensions and components of Organizational Citizenship Behavior, Health Promotion of the Administrative System and Organizational Spirituality, an expert interview was arranged with 15 relevant experts and an expert interview was conducted with two goals: 1) The first goal is to provide the dimensions and components derived from library studies to experts and to question them about the extracted dimensions and identify the dimensions and components that are not included in library studies. 2) Another purpose of the expert interview was to better understand variables for their proper categorization. Then, a questionnaire was provided in open and closed forms for the 30 knowledgeable experts in order to confirm the validity of the dimensions and components of to the subject and these dimensions and components were confirmed.

The present research is a descriptive and correlational study carried out on a survey method. The statistical population of the research includes the staff and faculty members of State-Owned organizations of Kerman Province. The statistical population of this study consists of two groups: Group 1: including experts and professors in the field of public administration (Professors of Islamic Azad University, Kerman Branch) who have at least a Ph.D., and if they do not identify the experts in the Delphi method, snowball sampling will be used. If a large number of well-known experts are available, they will be selected by random sampling (for setting up a questionnaire and identifying the components of the Organizational Citizenship Behavior, Health Promotion of the Administrative System and Organizational Spirituality, and ultimately determining the validity of the model). Group 2: consisting of staff and faculty members of state universities of Sistan and Baluchestan province (for structural analysis of factors and testing hypotheses). The number of staff and faculty members of state universities members of State-Owned organizations of Kerman Province (on June 2017) with random sampling is 2821.

In this study Four questionnaires were used to collect the required data, which is based on Likert five-point spectrum. In this research, a researcher-made Factors related to organizational behavior questionnaire of 44 questions based on 5-option Likert scale with the dimensions of (Individual characteristics of employees, occupational characteristics, organizational characteristics, leadership characteristics). The organizational behavior was measures using a researcher-made questionnaire based on the 5-option Likert scale and 28 questions with dimensions of (Interpersonal citizenship function, job-citizenship performance and organizational citizenship function)and Organizational Spirituality was measured by a 20-question researcher-made questionnaire based on Likert 5-point scale including (Individual Level, Group Level, Organizational Level)Health of the Administrative System was measured by a 21-question researcher-made questionnaire based on Likert 5-point scale including (Value factors, internal factors, external factors). In order to determine the validity, the content validity method (expert opinion) has been used and the validity of these questionnaires has been approved with a high percentage. In this research, Cronbach's alpha method was used to measure the reliability of the questionnaire. For this purpose, using Cronbach's alpha, the reliability of the questionnaire for the Factors related to organizational behavior, organizational behavior and Organizational Spirituality, Health of the Administrative System are .92,0.89,.90 and .98, respectively. This research is based on the following hypotheses. In fact, this research seeks to test the validity of the following hypotheses: Hypothesis 1: There is an indirect relation between the interpersonal citizenship performance and the health of the administrative system through organizational spirituality. Hypothesis 2: There is an indirect relation between job citizenship performance and the health of the administrative system through organizational spirituality. Hypothesis 3: There is an indirect relationship between organizational citizenship performance and the health of the administrative system through organizational spirituality.

#### 4. Findings

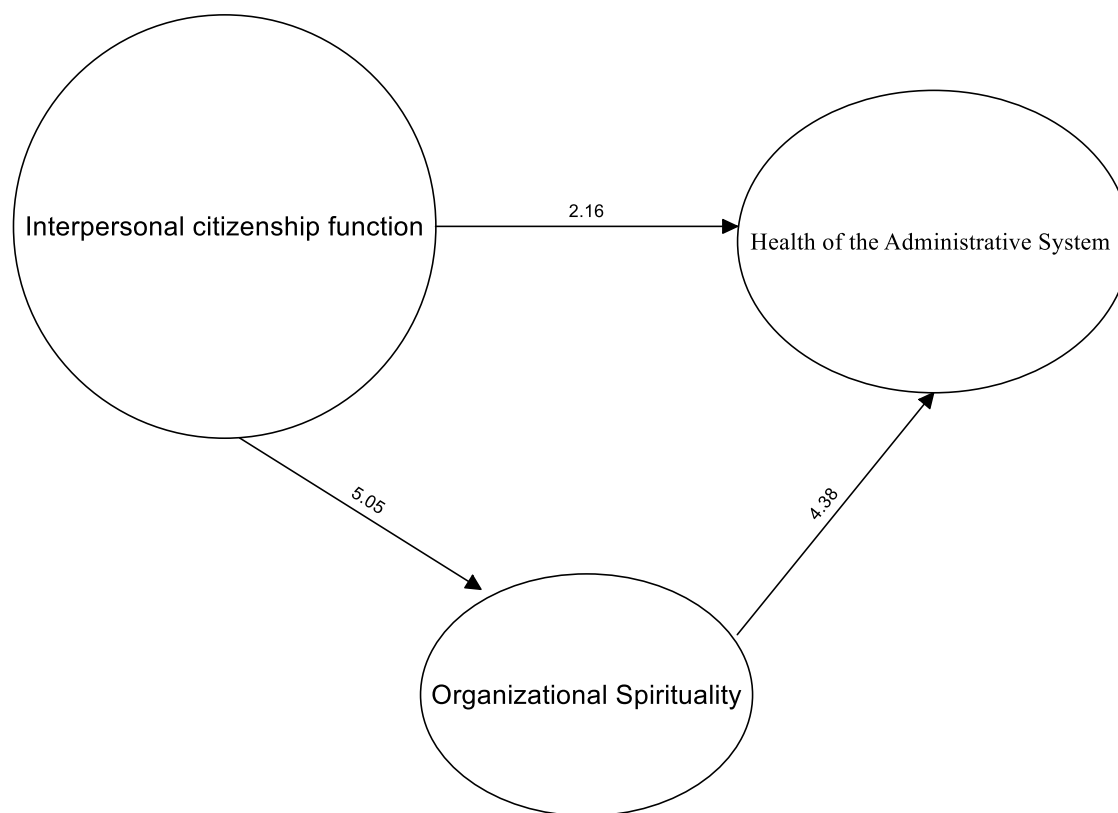
The structural equation model quantitatively tests the theoretical model assumed by the researcher, and shows the relation between the observed variables. The calculated indices and their values are similar to the confirmatory factor analysis. The structural equation model for the hypotheses of this research is shown in the following Figures.

Hypothesis 1: There is an indirect relation between the interpersonal citizenship performance and the health of the administrative system through organizational spirituality. As shown in the figure below, the hypothesized model presented in this study has a RMSEA equal to 0.024 and Chi-square equal of 1.33 which indicates that the model has a goodness of fit that the values of the indices of this model are shown in Table 1. All show a goodness of fit of the model.

**Table 1.** Indices related to the fitness of research variable models

NNFI	NFI	CFI	RMR	GFI	RMSEA	$\chi^2 / df$	Variable
0.99	0.98	0.99	0.046	0.98	0.024	1.33	The final model
>0.90	>0.90	>0.90	<0.5	>0.90	<0.1	<5	Appropriate level



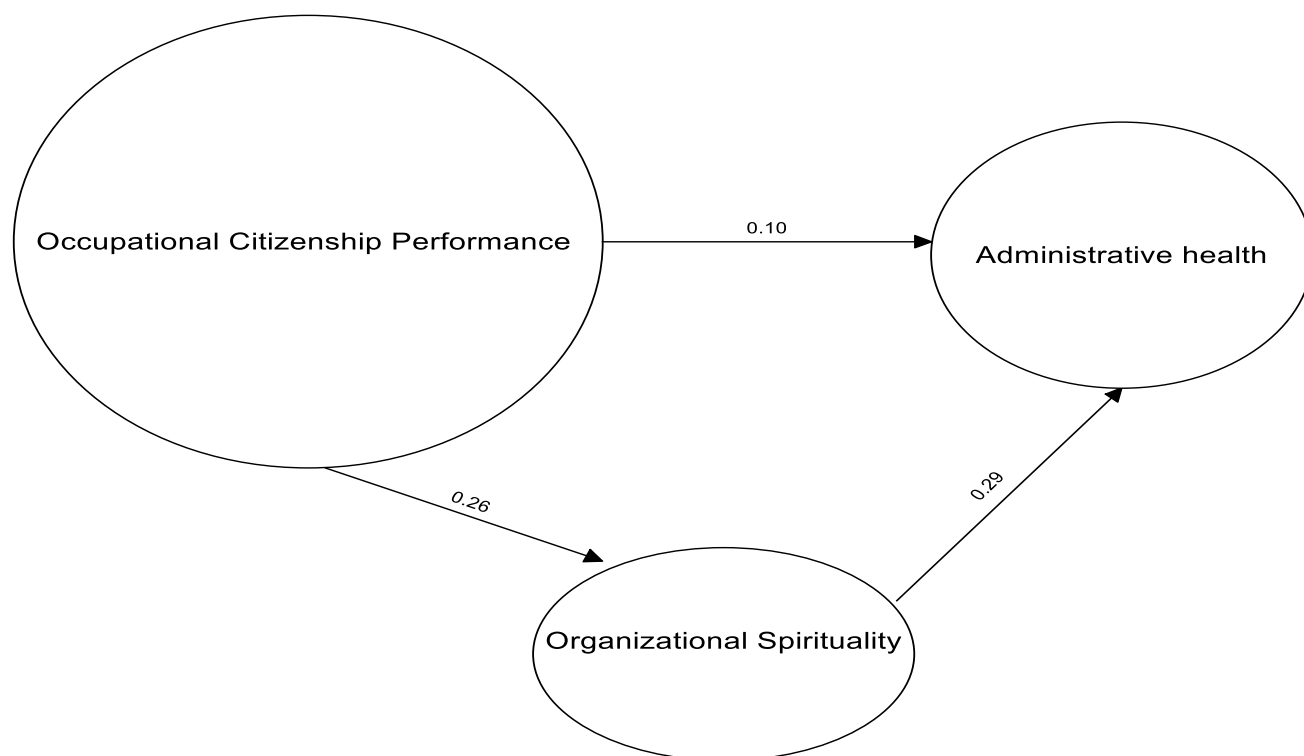


**Figure1.**Structural Equation Modeling for the Relationship between Interpersonal Citizenship Performance with the Health of the Administrative System with the Mediator of Organizational Spirituality

Hypothesis 2: There is an indirect relation between job citizenship performance and the health of the administrative system through organizational spirituality. As shown in the figure below, the hypothesized model presented in this study has a RMSEA equal to 0.01 and Chi-square equal of 1.01 which indicates that the model has a goodness of fit that the values of the indices of this model are shown in Table 2. All show a goodness of fit of the model.

**Table 2.** Indices related to the fitness of research variable models

NNFI	NFI	CFI	RMR	GFI	RMSEA	$\chi^2$ /df	Variable
0.99	0.98	0.99	0.027	0.98	0.01	1.01	The final model
>0.90	>0.90	>0.90	<0.5	>0.90	<0.1	<5	Appropriate level

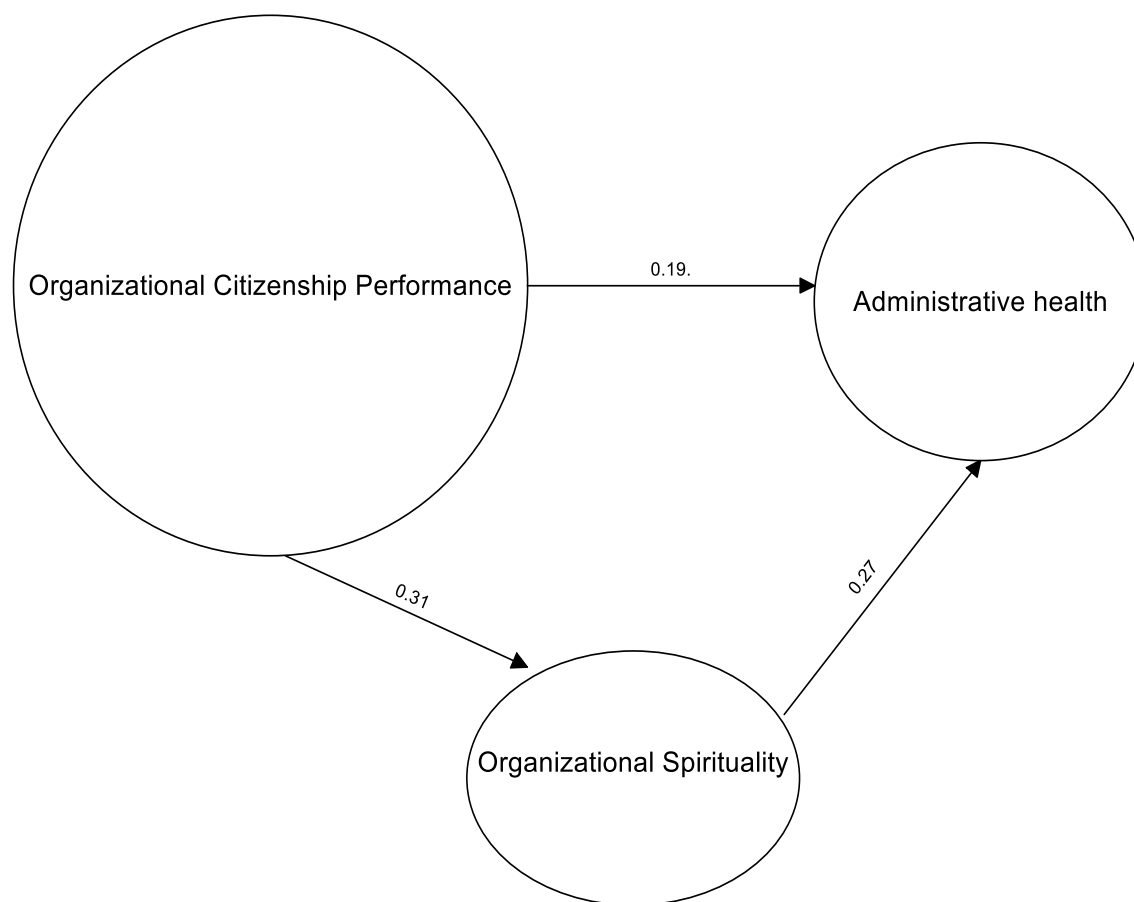


**Figure 2.** Structural Equation Modeling for the Relationship between job citizenship performance and the Health of the Administrative System with the Mediator of Organizational Spirituality

Hypothesis 3: There is an indirect relationship between organizational citizenship performance and the health of the administrative system through organizational spirituality. As shown in the figure below, the hypothesized model presented in this study has a RMSEA equal to 0.065 and Chi-square equal of 3.37 which indicates that the model has a goodness of fit that the values of the indices of this model are shown in Table 3. All show a goodness of fit of the model.

**Table 3.** Indices related to the fitness of research variable models

NNFI	NFI	CFI	RMR	GFI	RMSEA	$\chi^2 / df$	Variable
0.97	0.97	0.98	0.046	0.95	0.065	3.37	The final model
>0.90	>0.90	>0.90	<0.5	>0.90	<0.1	<5	Appropriate level



**Figure 3.** Structural Equation Modeling for the Relationship between organizational citizenship performance and the Health of the Administrative System with the Mediator of Organizational Spirituality

## 5. Discussion

The present study examines the relation between the organizational citizenship behavior and the health promotion of the administrative system "issued by the Supreme Leader" with regard to the mediating role of organizational spirituality. For this purpose, three hypotheses were proposed in line with the literature. Results show that there is an indirect relation between the interpersonal citizenship performance and the health of administrative system through organizational spirituality. In other words, extra-role and self-spontaneous behaviors put employees in a position that voluntarily act voluntarily beyond their job expectations and description. According to the findings, there is an indirect relation between job citizenship performance and the health of the administrative system through organizational spirituality. Most managers also want employees who work more than their job description. They are looking for employees who go beyond expectations, behave in ways that are not part of their official job responsibilities, and generally have a high organizational citizenship behavior. Such behaviors (role and trans-role) are shaped based on the perception of reality, not reality itself. In the following, the relation between organizational citizenship performance and the health of the administrative system through organizational spirituality has been investigated. The presence of employees with a good level of organizational citizenship behavior enables

organizations to provide high quality services through planning, scheduling and participation of all members. The importance of such behaviors for the organization is such that some scholars in the field state that some people, because of their intrinsic personality, like to help others. Like charity activists that the helping behaviors and the contributions of individuals in these institutions are entirely due to their inner and altruism motives. They do not do this for fame and do not stop doing it because of external pressure.

Health promotion of the administrative system is one of the most essential functions of a sustainable government system and is a set of relatively stable qualities that brings adaption to environmental conditions, high spirit of workforce, adequacy to solve problems, act speed, and more and emphasizes the outcome of effective work. Accordingly, governments, with various philosophical and ideological structures and tendencies, have placed the promotion of administrative health and the fight against corruption as their agenda for the survival of a system that has legitimated based on it. On the other hand, OCB has two important implications on the interpersonal, job and organizational level. At the interpersonal level, it improves performance and at the job level, it results in the commitment of the individual to the organization and at the organizational level, it promotes productivity. As a result, the research suggests that these three factors affect the promotion of administrative health and also the encouragement of spirituality in the workplace can lead to many benefits. One of the areas of management that can have a great deal of spirituality is organizational citizenship behavior management whose purpose is to help changing the behavior of individuals in the organization and thereby achieving operational goals in an efficient and fast way. The traditional ways of changing people and organizational culture focus on aligning organizational structures and systems with desirable behaviors. This method requires extreme effort and continuity.

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