

# Examining the Role of Organizational Health in Organizational Citizenship Behaviour of Bank Employees

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**Abstract :** Present study intended to examine the effect of organizational health, type of bank and job tenure on organizational citizenship behavior of bank employees of Gorakhpur city. A 2x2x2 factorial design with two types of banks (public & private) x two stages of job tenure (below 10 years & above 10 years) x two levels of organizational health (High & Low) was used and a total of 84 bank employees participated in the present study. Organizational Health was determined by using Organizational Health index (Sayeed, 1980) and to assess organizational citizenship behavior (OCBs) in bank employees, Organizational Citizenship Behavior Scale (Podsakoff and MacKenzie 1989) was applied. Data analysis was done by using univariate analysis technique. Results have proved that organizational health (OH) exerted pervasive effect on organizational citizenship behavior (as a whole) and its some dimensions viz. civic virtue, courtesy and altruism. However, the type of bank (public & private banks) and the role of tenure (long & short tenure) in Organizational Citizenship Behavior (OCB) was found partially significant. More specifically, OCBs were found higher in high OH group as compared to low OH group. Whereas, effect of type of bank was found significant only on conscientiousness domain of OCB which revealed that private bank employees exhibited higher level of conscientiousness as compared to public bank employees. Similarly, job tenure exerted influence on sportsmanship domain of OCB which depicted that long tenured (above 10 years) employees were found more engaged in sportsmanship behaviour than short tenured employees (below 10 years). Findings are discussed.

**Key Words:** Altruism, Civic Virtue, Conscientiousness, Courtesy, Job Tenure, Organizational Citizenship Behavior, Organizational Health, Sportsmanship, Type of bank.

## 1. INTRODUCTION :

Over the last few decades, organizations are recognizing the value of creating a work environment that fosters discretionary behaviors such as organizational citizenship behavior. A contributing behavior that is rather discretionary but proven factually to increase organizational productivity is called organizational citizenship behavior (OCB). It improves the productivity of an organization when the employee feels dedicated to it. It refers to various forms of pro social behaviours like cooperation and helpfulness to others that support the social and psychological context of organization. The banking sector in India comprising of both the public and private sector is moving towards a considerable rate of growth coupled with advancements in technology and innovation. Every organization has the basic obligation to not only provide for the security in terms of salary but also look after the career progress of each of the employees. It is equally significant on the part of the organization to see that the employees not only fulfill their job description successfully but also are given enough opportunities which drive them to take the 'extra mile' for the overall wellbeing of the organization. If employees are contributing well to the organization, then it also results in having a considerable amount of customer satisfaction that makes a good image of the organization.

The concept of OCB arises in this context where the employee out of his own choice decides to contribute his bit for the overall wellbeing of the organization without any anticipation of reward, applause, or appreciation (Majumder & Berman, 2018). Employees get affected in many ways by the work pressure and working environment. The working conditions and work culture exert an important impact on bank employees. There are a lot of researches that have been carried out throughout the world related to the conceptual framework of OCB, its meaning and significance, the antecedents and consequences of OCB. With special focus on the OCB trace its origin to the display of cooperative behaviors in the efforts put forth by individual members. It is clear from the definition of Organizational citizenship behaviors that it can be considered for those behaviors that are done by employees and create benefits in light of them for the organization even though they didn't decree by the organization. Organ defines the organizational citizenship behavior as the possess behavior of the individual, this group of behaviors is not directly attended by the organization reward system but caused to enhance the effectiveness of the function (Moorman, 1995).

OCB has its different dimensions; some research had tried to explain those dimensions in their work. Anderson and Garbing (1988) at the individual dimension (OCBI) divided OCB into behavior oriented towards individuals, and

at organization dimension (OCBO) into behavior directed toward the organization. Organizational citizenship behavior is divided into five dimensions i.e., (a) *Altruism* which refers to helping behaviors for supporting personnel or the co-workers who have work related problems (Podsakoff, MacKenzie, Paine, and Bachrach, (2000). (b) *Conscientiousness* explains behaviors that because a person to do tasks more than what are expected by him (Dipaolla & Hoy, 2007). (c) *Courtesy* refers to polite manners that prevent creation of problem at workplace. (d) *Sportsmanship* reflects as chivalrous behaviors that avoid too much complaint at work. (e) *Civic virtue* refers to manners representing individual's involvement in the activities related to the organization (shokrkon & et al, 2003).

Though, on the practical level, due to banks' dependency on employees who are more willing to exert considerable efforts beyond minimal formal role expectations, it's required to trace and explore those variables or factors that enhance OCBs among bank employees. Studies proved that so many behaviors such as job satisfaction need for achievement, affiliation and power, overall organizational effectiveness and performance, and organizational commitment are found to be the consequences of perceived organizational health that can directly enhance the productivity and well-being of the organization (Barth, 1974). For instance, organizational citizenship behavior is visually maximized in a healthy organization. So, leading edge organizations are adopting a dual focus on organizational performance and organizational health. Organizational health is about having the properties and qualities today that create the conditions for high performance tomorrow. Cultures of a healthy organization foster trust, openness and commitment and stimulate continuous leaning and upgrading. Thus a positive relationship between OCBs and organizational health is quite reasonable.

A positive healthy organizational climate holds the key to greater employee involvement and ensures increased commitment as well as the performance at individual and organizational levels. Healthy organizations are characterized by focused and goal-oriented problem-solving, balanced power relationships, experimentation with new behaviors, dispersed decision-making processes, etc ((Arash Ziapour & Neda Kianipour, 2013). It is observed that banking organizations emphasize normative standards to organize various administrative tasks. An administrative organization such as a banking organization is very challenging and necessary for providing a balance to the Indian economy. Banking employees work for 9-10 hours daily with many constraints. The job of banking employees seems to be very frustrating when working in different situations.

The concept of organizational health appeared in the literature at first for more than forty years ago and has been reviewed by leading researchers steadily (Makintush et al, 2007). The term organizational health was used in expressing organization survival and continuity dimension. Organizational health is very important for every organization, without a healthy environment all around; an organization cannot grow with the employees. Healthy organization is the combination and coordination of people and practices that produce exceptional performance. Every employee wants to work in a healthy environment so that productivity can be increased.

Lynden and Klinge (2000), opined that organizational health is a relatively new concept and includes the ability to perform employees' duties and improve the organization effectively. A healthy organization is a place where people want to stay and work there and they are useful and effective themselves (Jahed, 2005). Organizational health depends on surviving in its environment and adapting to it, and also upgrade and expand its ability to more adaption (Jahed, 2005). Accordingly, organizational health is considered a sign of a manager's success in accomplishing their primary tasks. Focus on organizational health means focusing on the organization's future success.

Now, one of the organization's competitive factors is their ability to use maximize brainpower of staff for turning good ideas into customer-friendly service and improving the goodwill of the bank. Most studies that were done in the organizational health area show that there are various factors like gender, age, leadership behavior, commitment etc. that can affect organizational citizenship behavior in the banking industry. Organizational health is a dimension that has a significant impact on OCB.

A close perusal of review of studies indicates that OCB is determined by multiple factors. Literature also evidenced that OCB has not been much studied in relation to Organizational health in Indian Banking sector. Against this backdrop, present research was conducted to investigate the role of organizational health in organizational citizenship behavior. Although there are a number of variables that play role in the development of OCB amongst employees, however this research is intended to examine the impact of organizational health on OCB of bank employees working in public and private sectors.

**1.1. OBJECTIVES :-** This study was conducted with following objectives-

- To investigate the impact of Organizational health on Organizational citizenship behaviour.
- To examine the role of type of banks and employee's job tenure in Organizational citizenship behaviours.

**1.2. HYPOTHYSES :-** On the basis of above objectives the following hypotheses would be formulated:

- Earlier studies of organizational health have cited as an antecedent of OCB (Raza, 2010; (Arash Ziapour & Neda Kianipour, 2013). Therefore, organizational citizenship behaviors in employees would be significantly influenced by organizational health condition of banks. More specifically, personnel working in healthy organization would show more citizenship behaviour than those working in less healthy organization.
- Previous researches on OCB conducted worldwide reported that the extent of organizational behavior of employees in public sector and private sector organizations differs (Bozeman & Bretschneider, 1994; Boyne & Walker, 2004; Goulet & Frank, 2002). Thus, the pattern and trend of organizational citizenship behaviors of bank employees would also vary in accordance with type of bank.
- There is growing evidence that the relationship between work attitude and work behavior is moderated by career stage (Isabella, 1988; Singh & Singh, 2010). Therefore, it can be formulated that level of Organizational citizenship behaviour would differ in different stages of tenure of the bank personnel.

## 2. METHOD:

**Participants:** A total of 84 bank employees, (age ranged 25 to 55 yrs.) were selected from private and public banks of Gorakhpur district. Stratified random sampling technique was used. Sample selection was done applying a 2x2x2 factorial design viz. two type of banks (public & private) x two stages of job tenure (below 10 years & above 10 years) x two levels of organizational health (High & Low).

### Measures-

- **Organizational Citizenship Behavior Scale-** The level of organizational citizenship behavior of teachers was measured with the help of “Organizational Citizenship Behavior Scale” developed by Podsakoff and MacKenzie (1989) and for the purpose of the current study; this scale was modified by Pandey and Rai (2010). The original scale includes 24 items based on its five dimensions i.e. altruism, civic virtue, sportsmanship, consciousness and courtesy, but because of high desirability and ambiguity some items were removed and some of them were changed and finally 22 items retained in the scale
- **Organizational Health Index:** This scale was developed by Sayeed (1980). To assess the organizational health of bank employees at workplace this index was used. This scale contains 30 items, classified within seven dimensions viz., (a) Managerial Efficacy (b) Practicality and Problem Solving (c) Organizational Adequacy vs. Slack (d) Amicable Power Relations (e) HRD Orientation and Practice (f) Team Orientation, and (g) Organizational Values. Earlier this index has been used extensively.

**Procedure:** Respondents were contacted at their workplaces (banks). They were introduced about the rationale of the study. If they volunteered to participate in the study then they were given a booklet containing Personal Data Sheet (P.D.S), Organizational Health Index and Organizational Citizenship Behaviour Scale. They were requested to respond on various measures. As they completed responses on given measures, data were collected and they were thanked for participation. Data were scored according to defined rules as given in manuals and scores were subjected to computer analysis using SPSS-21 version.

## 3. RESULTS:

Obtained scores were treated statistically in terms of mean, S.D. and factorial analysis of variance. Graphic presentation of data has also been done. More specifically, univariate analysis was done to assess the influence of organizational health, type of banks and job tenure on organizational citizenship behavior and its various dimensions. Results are displayed in tables and figures and are reported separately for each dimension of OCB and OCB as a whole.

### *OCB (as a whole) as a function of Type of bank, Job Tenure and Organizational Health Level*

Table-1.1 presents Mean, SD and significant F-Values of type of OCB scores obtained from different groups of bank employees. It clearly shows that level of organizational citizenship behavior varied across different groups of employees as a function of type of bank and organizational health level.

**Table 1.1- Mean and SD of OCB (as a whole) as a function of Type of Banks, Job Tenure and Organizational Health (OH) level**

Variables Job Tenure ↓		Public Banks		Private Banks		Significant F- values A= type of bank B= Job tenure C=health level
		High OH	Low OH	High OH	Low OH	
Below 10 years	Mean	85.7	71.87	85.17	77.12	C=25.711***

	<b>SD</b>	8.35	5.54	10.4	3.07	
<b>Above 10 years</b>	<b>Mean</b>	85.37	78.58	87.8	80.5	
	<b>SD</b>	8.20	10.46	10.83	6.25	

N= 84, \*\*\*= P<.001, \*\*= P<.01, \*= P<.05

ANOVA results (table1.1) revealed that OCB as a whole was significantly influenced by organizational health level. Significant main effect of organizational health [F= (1, 76) 25.711, P<.001] indicated (fig.1.1) that employees who are working in high OH conditions (M =87.01) exhibited more OCB in comparison to those employees who are working in low OH condition of banks (M =77.02).

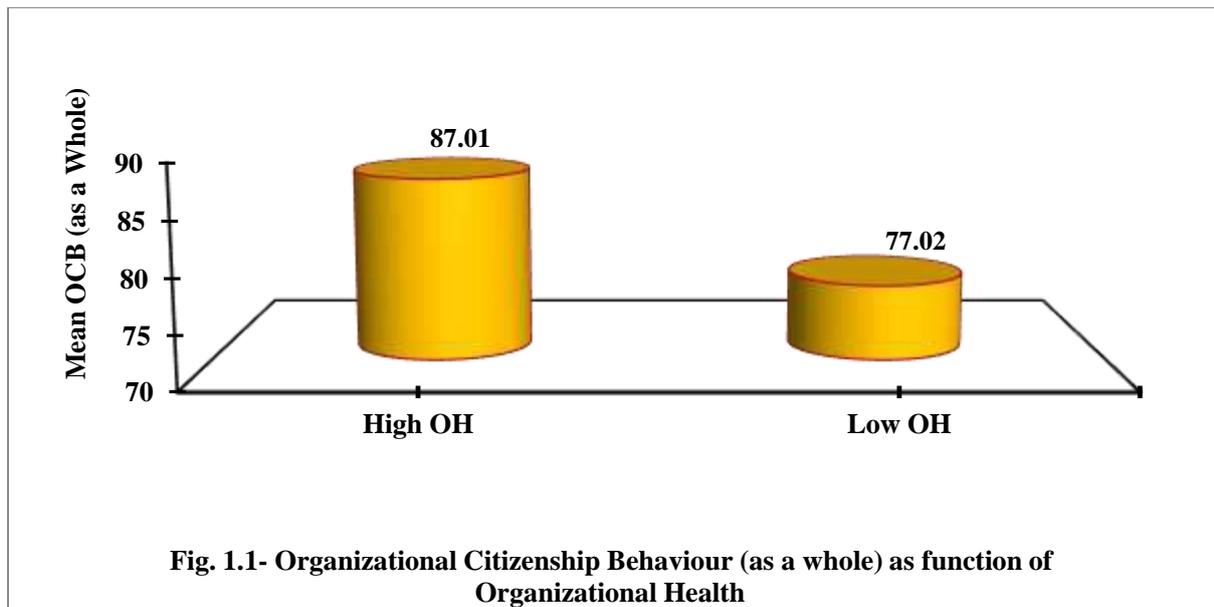


Fig. 1.1- Organizational Citizenship Behaviour (as a whole) as function of Organizational Health

**Dimension –wise ANOVA Analysis**

Moreover, in order to get more insight into the pattern of OCBs, dimension wise ANOVA analysis was done to determine the impacts of type of bank, job tenure and organizational health on various domains of OCB. Results are displayed in table-1.2 and interpreted below.

**Table- 1.2 Mean, S.D. and Significant F- Value of Various Dimensions of OCB as a Function of Type of bank, Job Tenure and Organizational Health (OH) Level**

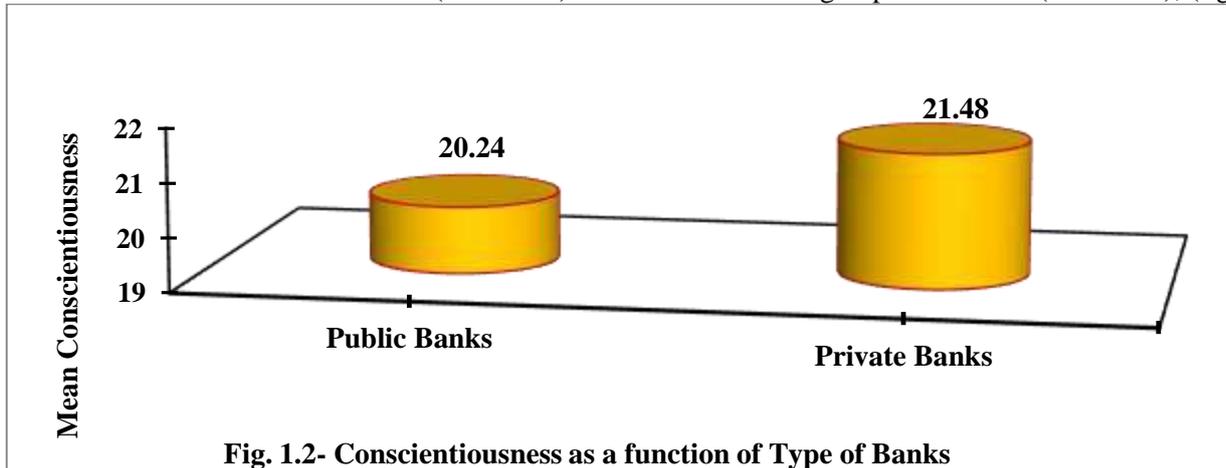
Dimensions of Organizational Citizenship Behavior ↓	Public banks				Private banks				Significant F-value A=Type of bank B= Job tenure C=health Level	
	High OH		Low OH		High OH		Low OH			
	Below 10 years	Above 10 years								
<b>Conscientiousness</b>	<b>Mean</b>	20.9	20.88	18.88	20.33	22.33	20.2	20.41	23.00	A=4.629* BXC=7.238**
	<b>(S.D.)</b>	2.47	2.36	3.23	2.53	2.57	2.39	1.42	1.83	
<b>Sportsmanship</b>	<b>Mean</b>	17.8	17.81	15.75	17.58	16.08	18.6	16.12	18.00	B=6.079*
	<b>(S.D.)</b>	2.97	2.97	2.43	2.07	3.09	2.07	2.26	0.82	

Civic-Virtue	Mean	20.10	19.63	16.63	17.75	21.50	19.4	18.18	18.75	C=12.700**
	(S.D.)	2.69	2.70	1.69	2.53	3.87	3.44	1.88	1.50	
Courtesy	Mean	15.20	15.5	12.88	14.5	16.58	17.2	13.88	13.00	C=18.301***
	(S.D.)	1.48	3.58	1.55	1.73	2.47	2.17	2.23	2.83	
Altruism	Mean	11.7	11.5	7.75	10.08	12.83	12.4	8.53	10.25	C=20.714*** BXC=3.257*
	(S.D.)	1.42	1.50	3.06	2.23	2.48	2.97	2.76	6.70	

N= 84, \*\*\*= P<.001, \*\*= P<.01, \*= P<.05

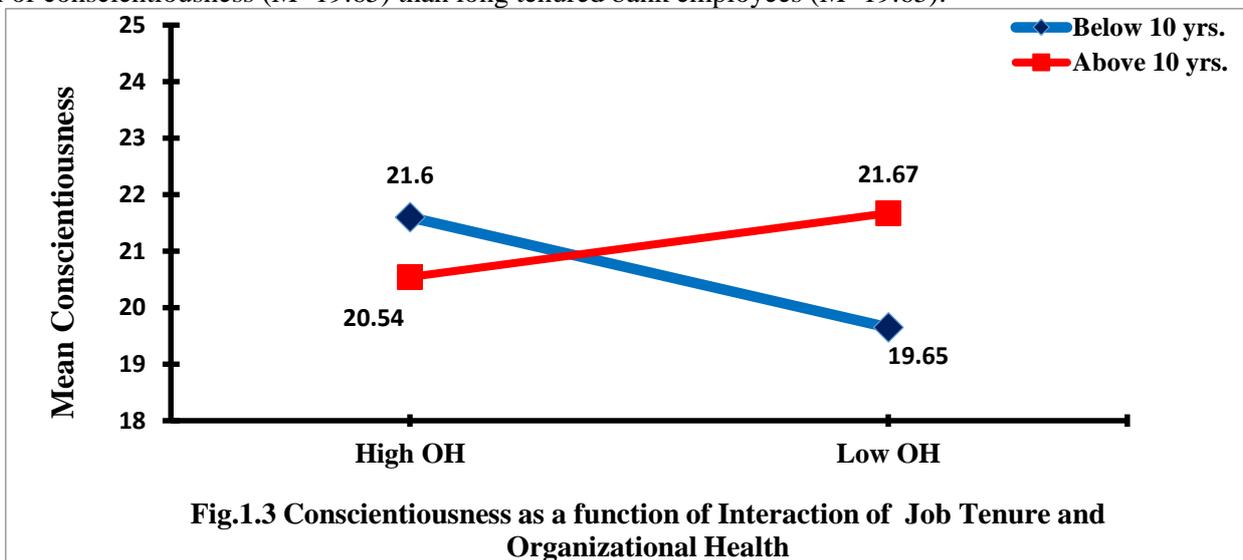
**i). Conscientiousness as a function of Type of Banks, Job Tenure and Organizational Health (OH)**

ANOVA results (table 1.2) revealed that conscientiousness was significantly influenced by organization’s type. Significant main effect of type of banks [F= (1, 76) 4.629, P<.05] indicated that employees belonging to public banks have shown low level of conscientiousness (M =20.24) than those of working in private banks (M =21.48), (fig.1.2).



**Fig. 1.2- Conscientiousness as a function of Type of Banks**

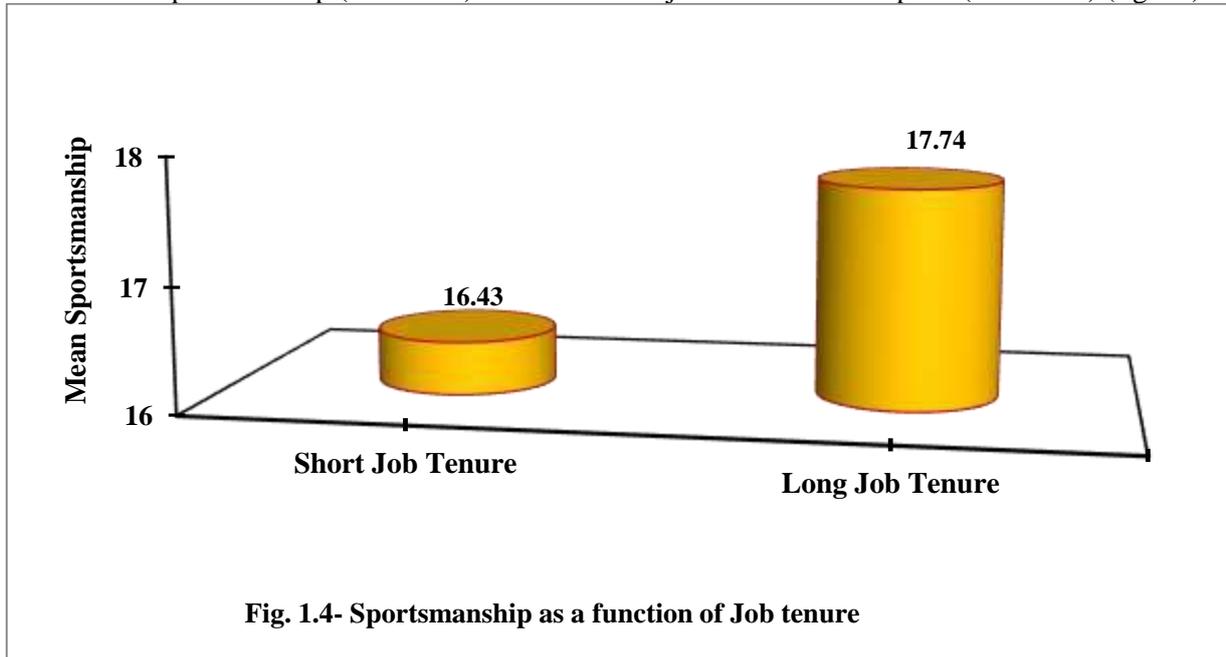
The interaction effect of tenure x organizational health level was also found significant [F (1, 76) = 7.238, P<0.01] which evinced that conscientiousness was jointly influenced by job tenure and organizational health level. Interaction graph (fig.1.3) depicted that in case of high OH condition bank employees belonging to short job tenure (below 10 yrs.) have shown more conscientiousness (M=21.6) than their long job tenured (above 10 yrs.) counterparts (M=20.54). Contrary to this, in case of low OH condition short tenured bank employees exhibited poor level of conscientiousness (M=19.65) than long tenured bank employees (M=19.65).



**Fig.1.3 Conscientiousness as a function of Interaction of Job Tenure and Organizational Health**

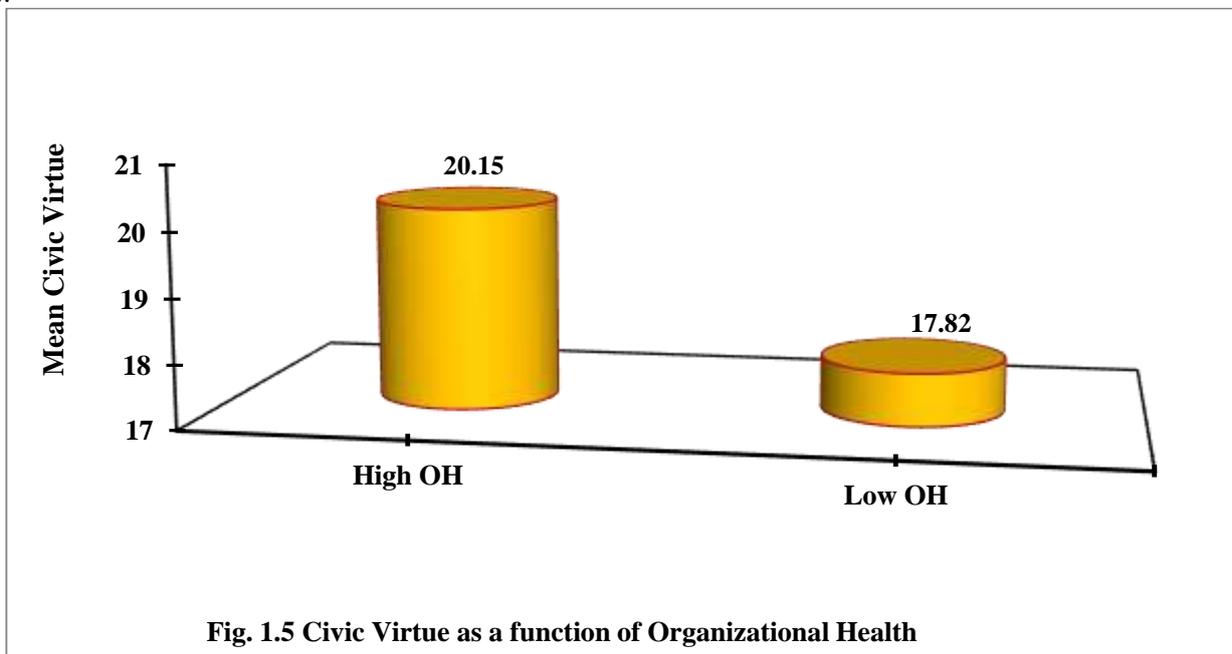
**Sportsmanship as a function of Type of Bank, Job Tenure and Organizational Health Level**

It is clear from the table 1.2 that sportsmanship was significantly influenced by employee’s job tenure. Thus, the significant main effect of job tenure [ $F(1, 76) = 6.079, P < .05$ ] indicated that employees belonging to long job tenure have reflected more sportsmanship ( $M = 17.74$ ) than their short job tenured counterparts ( $M = 16.43$ ) (fig.1.4).



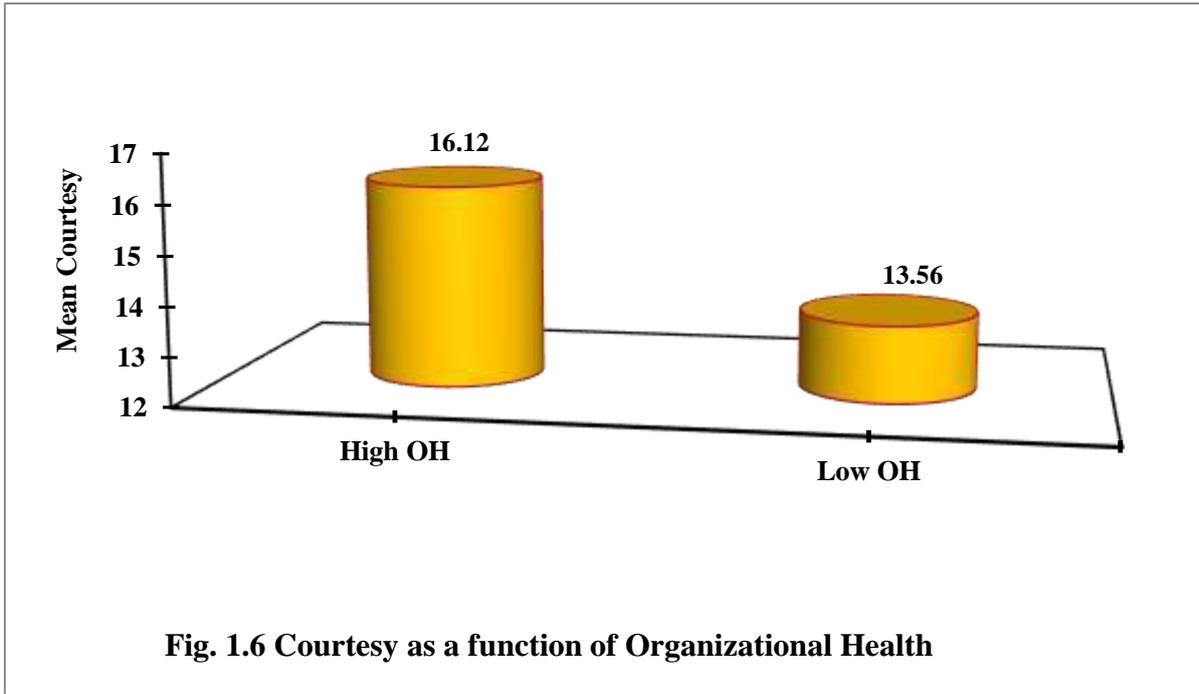
**ii). Civic virtue as a function of Type of Banks, Job Tenure and Organizational Health Level**

As ANOVA results (table 1.2) revealed that civic virtue was significantly affected by OH level. Significant main effect of OH level [ $F(1, 76) = 12.700, P < .01$ ] indicated (fig. 1.5) that bank employees who are working in high OH condition have shown superior level of civic virtue ( $M = 20.15$ ) than those working in low OH condition ( $M = 17.82$ ).



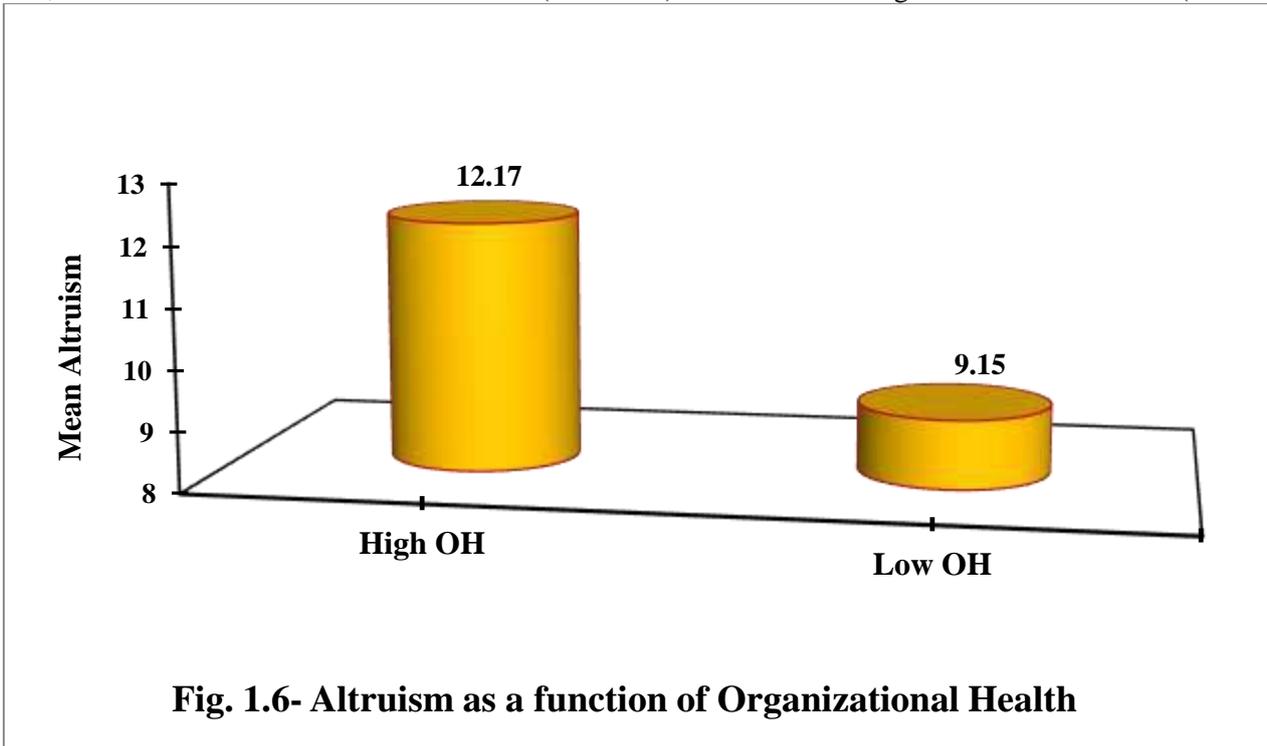
**iii). Courtesy as a function of Type of Banks, Job Tenure and Organizational Health Level.**

Similarly, the impact of organizational health on courtesy was found significant. The main effect of OH level [ $F(1, 76) = 18.301, P < .001$ ] depicted (fig. 1.6) that employees belonging to high OH condition have shown greater extent of courtesy ( $M = 16.12$ ) than their low OH counterparts ( $M = 13.56$ ).

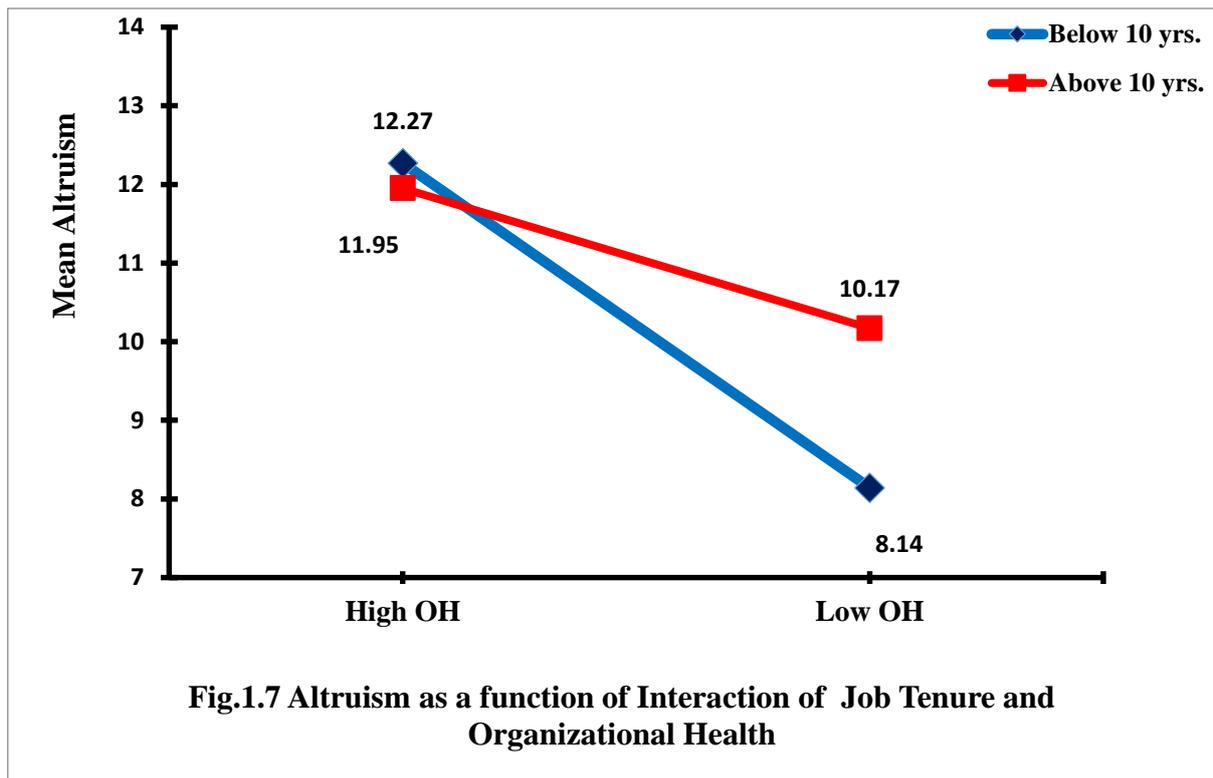


iv). *Altruism as a function of Type of Banks, Job Tenure and Organizational Health Level*

As is apparent from table 1.2 that altruism was significantly influenced by organizational health. The main effect of OH level [F= (1, 76) 20.714, P<.001] revealed (fig. 1.6) that bank employees who are working in high OH condition, have reflected more altruistic behaviour (M =12.17) than those working in low OH conditions (M =9.15).



The interaction effect of tenure x organizational health level on altruism was also found significant [F (1, 76) = 3.2578, P<0.01] which evinced that altruistic behavior was jointly influenced by job tenure and organizational health level. Interaction graph (Fig.1.7) displays that in case of high OH condition bank employees belonging to short job tenure (below 10 yrs.) showed more altruistic behaviour (M=12.27) than their long job tenured (above 10 yrs.) counterparts (M=11.95). Contrary to this, in case of low OH condition short tenured bank employees exhibited poor level of conscientiousness (M=8.14) than long tenured bank employees (M=10.17).



An Overview of present results clearly evinced that and organizational health exerted significant impact on the exhibition of organizational citizenship behaviors (OCBs). The effects of type of banks and job tenure on OCB were found partially significant. More specifically, private bank employees showed more conscientiousness than their public bank counterparts. Similarly, job tenure was found to be significant only on sportsmanship, domain of OCB which suggested that short tenured job profile employee’s expressed poor level of sportsmanship than long tenure employees. Specifically, significant impact of organizational health on over all OCB, civic virtue, courtesy and altruism, evinced that bank employees who are working in high OH condition showed higher extent of organizational citizenship behavior as compared to those who are working in low OH condition.

**4. DISCUSSION:**

The present piece of research endeavored to assess the influence of organizational health, type of banks and job tenure on organizational citizenship behaviors of employees. Findings of present study provided strong support for some hypotheses formulated for the present study. Results evinced that organizational health exerted strong favorable impact on organizational citizenship behaviors of bank employees. The effects of type of bank and job tenure on OCBs were found partially significant.

Organizational citizenship behavior can never be properly existed in an unhealthy organization. This is the fact that if the employee is not perceiving his organization as a healthy place, he/she will not put the extra level of effort which is in the best interest of the organization and this is what the results of present research detonated. A healthy organization provides better work environment, fair payment, opportunities for development, open communication, healthy relationships with colleagues and overall satisfaction which in turn inculcates sense of responsibility in employees to display more OCBs towards their organization.

Studies conducted worldwide confirm findings of the present research (Patel, 1998; Singh, 2014). In other organizations like educational institute, school health significantly and positively predicts both in-role and extra-role performance of teachers (Cezmi and Mehmet; 2012; Pandey & Rai, 2014).An open and healthy school climate was also found to have a significant effect on employees’ performance at work (Raza, 2010). In banking sector, a study in Army Public College of Management Sciences, Rawalpindi, Pakistan, focused on the effect of OH of OCB in banking sector and also showed significant positive relationships with OCB and its antecedents (Zirgham Ullah Bukhari ,2008). A descriptive-analytical study among hospitals’ staff of Medical Sciences shows a significant relationship between organizational health and the five dimensions of OCB (Arash Ziapour & Neda Kianipour, 2013). Therefore, findings of present research were supported by literature pertaining to the area.

A number of studies conducted in schools shows that both the teachers’ in- role (task) performance and extra- role performance (OCB) performed better as their schools become healthier. Also, Raza (2010) found that teachers perform better if their schools have a healthy organizational climate. Results show that teachers display more

altruistic, civic virtue and courtesy behaviors of OCB as their schools become healthier. Celep's (2000) research explains why teachers in healthy schools tend to be more courteous. According to the results of Celep's (2000) research, in healthy schools teachers trust each other, relationships among teachers are more sincere, warm and friendly; and they perform their duties with a higher level of morale and enthusiasm. Therefore, in such a healthier school, teachers are expected to behave in a courtlier manner. Similarly, banking sector can also make improvements in employees' behavior by coordination among members as well as continuous improvement considering the significance of relationship between organizational citizenship behavior and organizational health.

Results of this research have also indicated that pattern of organizational citizenship behaviors in employees varied according to the type of banks. On conscientiousness, favorable significant effect of organization's type was found, which revealed that private employees were better in terms of conscientiousness. Many OCB researches conducted worldwide reported that the organizational behavior of employees in public sector and private sector organizations differs (Bozeman & Bretschneider, 1994; Boyne & Walker, 2004; Goulet & Frank, 2002). However, in a comparative study in Indian perspective, it has been identified that there is a significant difference in the degree of OCB of employees in public and private sector of organization. The results showed that employees in public sector have greater degree of OCB in comparison to private sector (Sharma, Bajpai & Holani, 2011). Jacobs and Jacques (1992) have explained the cause of the divergent behavior patterns as being based on divergent values and morals in the public and private sectors, which are visible in the aims, orientations and values prevailing in public and private organizations.

Finding of the present study has partially proved the hypothesis. Results showed that private bank employees displayed more conscientiousness than public bank counterparts but on rest of the domains of OCB both groups did not differ significantly. So, further studies are required to identify the actual impact of organization's type on OCB. Finally, another result of present study evinced that sportsmanship dimension of OCB was significantly influenced by the job tenure of employees. Literature also evinced the significant influence of job tenure on the exhibition of OCB. According to a study, as teachers' tenure increases they tend to display more task performance and positive behaviors of OCB. As Ng and Feldman's (2010) on the basis of Meta analysis on 350 empirical studies showed, longer tenured employees have greater in-role (task) performance and extra-role performance (OCB). As employees continue to learn and grow in their jobs, they learn how to do their jobs more effectively and, as a result, long tenured ones perform better in-role behaviors. Also, tenured employees may invest more resources on social oriented tasks (e.g. sportsmanship behaviors at work) that emotionally satisfy them when they are aging and so they perform more OCB.

## 5. CONCLUSION:

Present study proved that organizational health exerted strong positive impact on organizational citizenship behaviors of bank employees. Moreover, types of bank and job tenure of employees have shown partial impact on organizational citizenship behavior. There is a strong conceptual support for the notion that organizational health motivates their followers to exhibit extra-role behaviors. Organizations function partially through mutually desirable relationships in which parties give and receive a variety of benefits including socio- emotional benefits. Employees exhibit more OCBs when they perceive that they are treated fairly in their organization. Present research has also reflected that when employees perceived high level of OH, they also exhibited more OCB. In other words good organizational health develops a feeling of trust and expectations in employees. Therefore, employees' voluntarily showed involvement in demonstrating more and more citizenship behaviour as a way of long term exchange relation.

Present study provides valuable data, which focus on some of the unexplored areas of organizational citizenship behavior in banking sectors. There are few limitations of this study. First, generalization of the results from this study is limited as the sample size is small and limited to one region of Uttar Pradesh. Secondly, researchers should exercise other qualitative analysis to support present findings.

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