

The Effect of Organizational Effective - Economic Management¹ Components on Organizational - Citizenship Behavior in the Agriculture Organization in Fars Province, Iran

Abdolhossein Ayoubi*

M.Sc. Student of Medical Informatics Technology, Biomedical Engineering Department, Amirkabir University of Technology, Tehran, Iran, 7th Andisheh St, Moallem Ave, Jahrom, Fars, Iran, Postal Code: 7417766486
Email: ayoubi.hossein@gmail.com

Reihaneh Mosalanejad

Department of Management, Payame Noor University, Iran

Majid Razeghi Jahromi

DBA in Strategic Management, Iran University of Industries and Mines, Tehran, Iran

Doi:10.5901/mjss.2015.v6n1p62

Abstract

The present study considers the effect of three components of effective economic management on organizational-citizenship behavior in the Agriculture Organization in Fars Province in Iran. Along this study, the intermediary role of organizational commitment is considered. At first, the available surveys and articles on the effective economic management were classified, and then the key components including organizational innovation, self-reliance and spiritualization were extracted. Then it was arranged in the form of a questionnaire by the experts. Afterwards, the questionnaires were distributed among 110 managers and employees at various agencies at Fars Agriculture Organization. After revising some of statements, and deleting those statements which had little operative and narrative load factor, the mentioned questionnaire got validated and was applied. Then 72 managers and employees of Fars Province Agriculture Organization were selected for statistical considerations. The effective economic management questionnaire, organizational commitment questionnaire by Allen and Meyer (1991), and organizational-citizenship behavior questionnaire (Organ, 1998) were distributed among them. The theories were studied by using LISREL software and through analyzing the path. The results indicate a certain effect on effective economic management components on organizational-citizenship behavior in Fars Province Agriculture organization. The study pointed out that organizational commitment plays an intermediary role in the relationship between effective economic management and organizational-citizenship behavior.

Keywords: Effective economic Management, Organizational Innovation, Organizational Spirituality, Self-reliance, Organizational-citizenship Behavior, Commitment.

1. Introduction

One of the important national accomplishments of Islamic Revolution in Iran seems to be the internalization of special moralities such as self-reliance, benevolence, generosity and effective economic intention. Islamic Revolution of Iran has achieved great goals through effective economic management and revolutionary spirit of the people and managers. These accomplishments were of such importance that leaders of imperialistic and colonial societies admitted the matter several times. But what is effective economic-management, actually? Is effective economic-management considered as a new type of management in classification of management in organizations? If it is considered as a new type of management, what's its preference on the new management philosophies and typologies, and what are its main components? Before representing any replies to the above questions, authors of this article remind that as there are large amount of documents on effective economic management in Iran, the present study considers just the identification of

¹The Leader of the Islamic Revolution of Iran referred to the central and prominent role played by the Iranian people, and their active participation in the administration, development and modernization of the country, and called it 'effective economic' management or 'Jihadi' management-it means management with more efforts and courage.

organizational components of effective economic management.

At the time of Islamic Revolution in 1978, along with revolutionists' will, the Supreme Leader, Ayatollah Khomeini reformed the structure and stated that he had asked the entire nation to participate in this movement; also that he had wanted all people to collaborate and attend in the process of conduction. People and employees collaboration and involvement in lots of affairs showed their eagerness. Ayatollah Khomeini constituted revolutionary institutions along with presenting services to revolutionary people and repairing the left ruins; one of these new constructed respected institutions was the Agriculture Organization.

Effective economic managers' characteristics were derived from faith school and the related concepts. These features which are originally based on Islamic values are as follows: divine management, flexibility in structures and constitutions according to situations, voluntarily, evolutionary, dynamic, and flexible management, self-reliance and attention to human force as important source of activity, hard work, inexhaustibility and speed in works, collaborative management, internalization of morality and religious values, management of contentment with giving special importance to public treasury, guardianships of religious values, acting based on religion, self-reliance (Moghani, 2007).

In addition, the faith of being independent, the necessity of self-sufficiency, usage of non-ambiguous words, refining acts, the belief on not being biased in macro-decisions, sympathy with people, high organizational motivation and interest in attending in constructing organizations, personal contentment and sincere-personal and organizational life, making the organizational environment suitable for members' improvement, voluntarily acting and cooperation can be accounted as other values.

Through combining life and human investments, also by institutional supports with reforming social structures, effective economic management causes creation of new capacities and opportunities. The success factors of effective economic management include spiritual maturity, qualification, the ability to recognize the needs, competence in managing affairs and true usage of equipments in order to develop social investments.

Effective economic management has paid special attention to the above factors and makes use of them for financial and spiritual growth of generosity and human characteristics and developing social investments (Moghanizadeh, 1998). Indeed, what's spirituality?

Since 'spirituality' is used in various fields, its description seems not to be so easy. Underhill (1937) in his book *spiritual Life* points this. On one side, we have to avoid ambiguities and subjectivity. On the other hand, we should prevent difficult and quick definitions; the reason is that there's no suitable and correct word in our humanistic language for spiritual facts. (Underhill quoted from Aabedi and Rastegar, 2007: 4)

Meyer (1990) defines spirituality as "a consistent search for meaning, aim and certain result" (Meyer, 1990:1). In this section, we study two basic and functional perspectives on spirituality.

2. Spirituality in Organization

The expression, spirituality in organization, which was once a taboo, and was commonly used by people is penetrating to all fields of studies related to management and organization, nowadays. Lack of proper definitions also clear measures and methods has created diversity in understanding of organizational spirituality. Spirituality is classified in four varieties based on a special typology which its features are religious, non-religious, super religious and mysterious. Definitions, structures and approaches of spirituality in organization can be based on any of these four varieties. From another perspective, spirituality is consisted of four types of relations: super-personal relations, intrapersonal relation, interpersonal relations, and ex-personal relations. Any of these relations are linked to human existence dimensions.

Management and organization, theoretically and practically, are so much influenced by spirituality that if it is led and managed truly, it will obtain the acquired capacity for cooperation, not just in professional issues, but also for emergence of humanity in its total whole (Neal, 1997: 12). Also, she is one of important forerunners of organizational spirituality; she indicates that recent research challenges which were created along with personal, organization, and social changes, will create increasing development in organizational and management territories.

It seems that these changes and developments will lead to spiritual look into theories and management procedures in the organization. Thus, a brief review on some of spirituality's growing interests and tendencies in the realm of management and organization seems to be advantageous. The tendencies can be discussed in three areas:

- I) University and research- scientific centers,
- II) Books, magazines and conferences
- III) Practical interventions of organizations.

As it is observed in table 1-1, these tendencies and interests are related to both theoretical and practical realms, first. Second, these tendencies and interests are newly established, and came to existence in recent decades. Third, they

were designed by credited universities and scientific centers and well- known organizations and companies.

Table 1. Increasing Tendencies and Interests of Spiritual Researches in Organization (Rastegar and Aabedi, 2007: 10)

Realms	Forerunners	Tendencies and Interests	Year
Universities and Academic centers	Chapman	Fields including Intra- leadership/spirituality at work	
	Santa Clara	The Field with the Title "Spirituality for Marketing Leaders"	1998
	Massachusetts Technology Institute (MIT)	The Field with the Title "Gold and Computers: Thoughts, Instruments and Supernatural	1998
	Academy of Management	Announcing Studies and Researches on Spirituality in Organizations, Formally	2001
	International Academy of Marketing	Announcing Studies and Researches on Spirituality in Marketing Spirituality	2001
		Holding Classes on Spirituality at Work and Thought	1991
Magazines and Journals	Personal	Subjects such as " Spirituality at Work"	1991
	Training	Subjects such as " Spirituality at Work"	1991
	Wall Street	Subjects about "Spirituality at Marketing Issues"	1991
	Spirit at Work	Direct Subjects on Spirituality at Marketing Issues"	1999
	Fortune	Discussions on "Spirituality in Work Place"	1999
	Yoga	Relationship between Spirituality and Job: Does your spirit survive your job?	1997
	Harvard Business Review	Does new era business convey messages to the managers? Different Ways to Apply Spirit and Psych of Employees at Work	1994
	U.S. News and World Report	Spirituality is the last slogan of individual's common day.	1999
	Business Week	Spirituality penetrates gradually to the organization.	1995
Books	A meeting in Academy of Spirituality	There have been indexed 72 books on spirituality in business and work.	1999
	Wiki- publishing magazines	There have been introduced 55 new published books on business and spirituality.	1997
Conferences and Meetings	Ford Motor and Companies	Held a training plan on : "Self- recognition and Effective Ways of Listening" in three days.	1998
	Global Economic Gathering in Davos, Switzerland	on "Spiritual Supports of the Modern Millennium"	1999
	Ford Company (15 Meetings)	on "Improving Values among Stockholders"	1998
	National Convention Seminar	On "Jesus in Blue Jeans"	1999
National Actions	Ford Motor and T & T Companies	Holding a training plan on " self- recognition and Effective ways of listening" in three days	1998
	Chase Manhattan Bank	Programs for Searching your Identity	1999
	Dupont Company	Programs for New Collaboration with Humanism as an Approach	1999
	Time's Main	Applying Spirituality at Work, Obtaining Wisdom and Excitement at Work Environment	1999
	Green Leaf	Initiating a movement called serving leadership and its relationship with spirituality.	1999
	Herman Miller Company	Management Based on "Religious and Humanistic Philosophy" and the Obtained Result of the Most Innovative Companies	1999
	Farooq, the Senior Functional Manager	The Effect of Quran on Marketing Decision- Makings	1999
	Some Senior Functional Managers	The Effect of Special Styles on the Management of your Own Company	1999

Establishing spirituality in the organization enables the employees to find a unified perspective of their own organization, family and society. Socially, it is necessary to spend some moments to praise and worshiping God and to the soul-refinement, also some hours should be allocated to the family life.

These days, employees not only do their own works, but also attend in the activities beyond their responsibilities and financial rewards. They are in the search of a meaningful and favorable work and ask for bringing the balance back to their lives. Some organizations possess developed and responsible employees who are in search of meaning and aim. Spirituality at work is defined as the experience of the employees who require a satisfying, significant and purposeful work. Indeed, spirituality at work is connected to the increased innovation, truthfulness, trust, commitment and personal development (Kinjerski and Skrypnik, 2001: 28).

Organizational spirituality is a new concept that can grant a deep and powerful energy to individual's life. This great energy can be obtained in a situation when work-life has a link to spiritual life; thus, the result is a more enjoyable, balanced and meaningful work. Unifying spirituality with work-life brings greater satisfaction of their works, and at the time when they are back home free of work, they enthusiastically assist each other, and they do not keep away from each other. Due to the link of organization to moral and energetic people, there may be greater advantage. In addition, a spiritual environment can grant responsibility and hardworking characteristics to organizations' employees, societies and

humanity, and this is the most important duty at societies in the third millennium (Gibbons quoted from Rastegar and Aabedi, 2007:5).

The intelligent employees, today, choose certain organizations which help them discover their self-identity. Employees are searching for something beyond satisfaction of personal needs.

3. Organizational Innovation

Regarding the importance of innovation in today's life, propagation of innovation culture which grants people permanent innovation-seeking in public services and new methods seems necessary. Other countries have paid special attention to the necessity of creating innovation, and have prepared the acquired situation for its emergence in the organization.

Therefore, it seems necessary to pay attention to different aspects of innovation in our country. Little attention is paid to innovation especially in organizations; since the required settings were not provided for their development.

Also, different definitions of electronic government were presented. Some of them are as follows;

Organization innovators are the employees in large, complicated and stabilized organizations who have innovative spirit. They are considered as the main source of evolution and change in bureau organizations (Aabedi, 2008: 131).

Organizational innovation is a process in which individuals within an organization look for the opportunities and making use of them without any attention to the available sources (Mahmudian & Amirkabiri, 2007: 54).

4. Self-Reliance and Effective Economic Management

Among different schools of management, ranging from followers of classical management to followers of humanism, no group could find out the reality of effective economic- management except of Shia school (Aslaan Parviz, 1996).

There are some common principles that originate from one source; these principles can be traced from first Shia Leader, Imam Ali's effective letter to Malik- Ashtar² which brings on the applied secrets of management and the significant management pathways, also they can be traced from Imam Khomeini's words, indeed from Iran's recent Supreme Leader's leading quotes; they are also considered as the consistent principles by which the Islamic societies affairs can be done properly (Kashani, 2002).

Civic Council members, Tehran mayor and the hardworking mayors of different Tehran Zones attended a meeting with the Supreme Leader; in this meeting, the leader defined and elaborated theoretical and applied effective economic-management issues on social, cultural and servicing aspects of management. Now, it's the duty of university elites to make use of the mentioned concepts so that they can define and apply practical framework of effective economic management.

What seems certain is that the first step to plan and achieve effective economic- management is self- reliance. Without self- reliance no nation is capable of achieving its desired goals. Self- reliance strengthens the effective economic- management and improves national self- esteem and self- confidence. It seems essential for university theorists to co-operate with spiritual teachers in order to arrange a path-map for effective economic- management to achieve the measured criteria by 2025, and also to share and discuss the theoretical and practical content of the novel schools in universities and scientific centers.

5. Organizational-Citizenship Behavior

Nowadays, in the competitive life in which all efforts focus on improving organizational function and increasing centralized efficiency, undoubtedly making use of motivated, voluntary and committed employees in the organization is considered as a winning factor.

Undoubtedly, such employees are considered as the main properties of the company. They bring the organization out of the passive mood and create activity, dynamism and mobility. Voluntary behaviors are parts of self- acting behaviors that are done in order to improve personal and organizational functions while the ultimate goal is improving the functions of organization (Organ, 1988). Employee's voluntary acts in each organization include some advantages as follows: increasing efficiency of procedures, optional usage of the resources, increasing efficiency of procedure, creating link and association between organization and employees, organization and employees' satisfaction from each other, continuation of employing (Organ, 1988), creating competition in organization, globalization and flexibility in organization and the optimal use of time.

2. Malik bin al- Harith Al- Nakhaei', most loyal companion of Shia first leader, Imam Ali.

One of the voluntary behaviors which was in the focus of lots of researchers and scientists' attention in recent years is citizenship organizational behavior. 'Citizenship organizational behavior' statement and its emergence in the literature of organizational behavior are attributed to Organ in 1988. In 1988, Organ stated theoretically that citizenship organizational behavior has some influences on the function of organization. After this theory, researchers and scientists' tendency to study citizenship organizational behavior has increased greatly.

Citizenship behavior is defined as a type of voluntary behavior that does not originate directly from the award system of organization although it improves the general function of the organization (Organ, 1998).

In 1988, Organ found out in a super-analytic study that those variables which are related to the environment of work and employee's attitude to job are considered as the most important predictive factors of citizenship organizational behavior. In this study, the most commonly applied variable with citizenship organizational behavior is organizational commitment and the sense of comfort. In diverse studies, the issues such as citizenship organizational behavior trust, organizational commitment and leadership are discussed as the predictable factors of citizenship organizational behavior.

6. Organizational Commitment

Organizational commitment as another concept of organizational behavior is defined in different ways. The most usual attitude to organizational commitment is when it is considered as a type of emotional attachment to the organization. According to this definition, a real- committed person finds his identity in the organization, participates in the organizational activities, and enjoys its membership (Saaroghi, 1996).

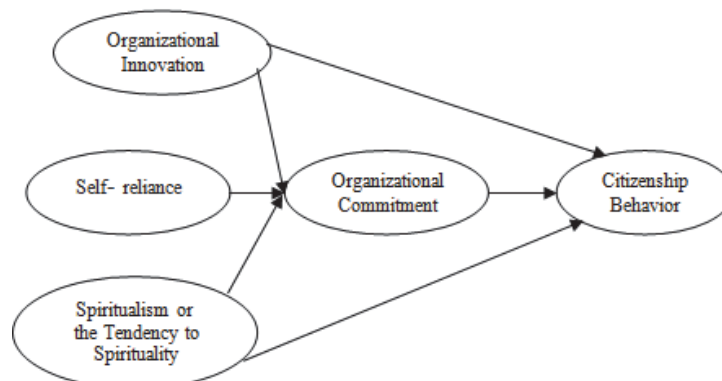
Porter et al. define organizational commitment as accepting the values of organization and getting involved in the organization; they also believe that its measurement touchstone includes motivation, the tendency to go on working, and the acceptance of the values of organizational commitment as emotional support and attachment itself away from the fake values, it is defined as a tool for achieving other purposes (Ranjbarian, 1996). Organizational commitment includes individual's positive or negative attitudes toward not only the 'job' but also to the whole organization in which they are working. The individual feels strong loyalty to the organization, indeed the individual identifies himself through the organization (Starvan, 1997).

Motahari (1999) discusses commitment, and believes commitment is loyalty to the principles, philosophy or those contracts to which human believes and stays loyal. A committed person is one who stays loyal to his promise and agreement, and keeps the goal because of them and because of staying on the promise.

As Salancik believes commitment is a state of human in which through the actions, the individual makes faith in continuation of his activities and his effective participation (Zanjanizade et al, 2009). Buchanan knows commitment as a type of emotional and biased dependency to organizational values and purposes; this dependency lies in the individual's role to the relation with values and purposes and relates to the organization beyond its beneficial values (Saaroghi, 1994). The similarity among the mentioned definitions is that commitment is a psychological status which declares individual's relation to the organization and accompanying or quitting collaboration with the organization can be understood through that status.

7. Research Models and Its Theories

Fig.1. Research Model



8. Research Theories

- 1) Innovation in organization has a direct and meaningful influence on citizenship organizational behavior.
- 2) Self- reliance has a direct and meaningful influence on behavioral style.
- 3) Spiritualism influences citizenship organizational behavior directly and meaningfully.
- 4) Organizational commitment influences on citizenship organizational behavior directly and in a meaningful way.
- 5) Organizational innovation has a direct and meaningful influence on organizational commitment.
- 6) Self- reliance has a direct and meaningful influence on organizational commitment.
- 7) Spiritualism has a direct and meaningful effect on organizational.
- 8) Organizational innovation has an indirect and meaningful effect on citizenship organizational behavior through organizational commitment.
- 9) Self- reliance has an indirect and meaningful effect on citizenship organizational behavior through organizational commitment.
- 10) Spirituality has an indirect and meaningful effect on citizenship organizational behavior through organizational commitment.

9. Research Methodology

At first, by studying available surveys and articles on effective economic management its key components were derived, and was arranged in the form of a questionnaire, and was distributed among the related specialists and 110 managers and employees in various agencies of Agriculture Organization in Fars Province. Then, some statements were revised. Some of them with low narrative load factor were deleted. The mentioned questionnaire got confirmed and applied. Then, 72 managers and employees of Agriculture Organization of Fars Province were selected for certain statistical considerations. Afterwards, the arranged effective management questionnaire, Allen and Meyer organizational commitment (1991) and the questionnaire of citizenship organizational management by Organ (1998) were distributed among them.

By the path analysis and using LISREL software, research theories were analyzed.

10. Results

In order to study research theories, the model is cracked down by path analysis method. Each path is studied separately. The whole model was presented in the form of Goodness of Fit Index. Indeed, simultaneous study on theories in the form of primary model was done in this research. Finally, Fitness Indexes of the model are presented.

- 1) There is a direct relationship between effective economic managements with organizational commitment.

The above theory is divided into three minor theories as follows:

- 1.1. There is a direct and meaningful relationship between organizational innovation and organizational commitment.

Table 1.1. Direct, Indirect and Total Effects, T- Value Related to Organizational Innovation and Commitment Variable.

Effects	Direct effects	Indirect Effects	Total Effects	T- Value
Organizational Innovation				
Commitment	0.29		0.29	6.14

The variable of organizational commitment with (B= 0.29, T=6.14) has a direct and meaningful effect on organizational commitment of the organization; therefore, the theory seems to be confirmed.

- 1.2. There is a direct and meaningful relationship between self-reliance and organizational commitment.

Table 1.2. Direct, Indirect, Total Effects and T- value Related to Innovation and Commitment Variable.

Effects	Direct Effects	Indirect Effects	Total Effects	T- Value
Self- reliance				
Commitment	0.19		0.19	5.16

The variable of self – reliance (B=0.19, T= 5.16) has a direct and meaningful effect on organizational commitment.
1.3. There is a direct and meaningful relationship between spirituality and organizational commitment.

Table 1.3. Direct, Indirect, Total effects and T-Value Related to Innovation and Commitment Variables

Effects	Direct Effects	Indirect Effects	Total Effects	T- Value
Spirituality				
Commitment	0.35		0.35	3.18

The value of spirituality (B= 0.35, T=3.18) has a direct and meaningful effect with organizational commitment. Research theory is confirmed.

2. Organizational commitment has a meaningful effect on citizenship organizational behavior.

Table 2. Direct, Indirect, Total effects and T-Value Related to the Variables of Organizational Commitment and Citizenship Organizational Behavior

Effects	Direct Effects	Indirect Effects	Total Effects	T- Value
Organizational Commitment				
Citizenship Organizational Behavior	0.22		0.22	3.48

The variable of organizational commitment (B=0.22, T=3.48) has a direct and meaningful effect on citizenship organizational behavior. Research theory is thus confirmed.

3. There is a direct relationship between effective economic management component and citizenship organizational behavior.

The above theory is divided to three minor theories as follows:

3.1 There is a direct and meaningful relationship between organizational innovation and citizenship organizational behavior.

Table 3.1. Direct, Indirect, Total Effect and T- value Related to Organizational Innovation and Citizenship Organizational Behavior.

Effects	Direct Effects	Indirect Effects	Total Effects	T- Value
Organizational Innovation				
Citizenship Organizational Behavior	0.29	0.11	0.40	6.14

The variable of organizational innovation (B=0.29, T=6.14) has a direct and meaningful effect on citizenship organizational behavior. Research Theory is confirmed.

It seems necessary to mention that organizational innovation variable influences on citizenship organizational behavior indirectly by psychological and organizational commitment (0.11).

3.2. There is a direct and meaningful relationship between innovation, self– reliance and citizenship organizational behavior.

Table 3.2. Direct, Indirect, Total Effects and Total T Related to Self- reliance and Citizenship Organizational Behavior.

Effects	Direct Effects	Indirect Effects	Total Effects	T- Value
Self- reliance				
Citizenship Organizational Behavior	0.34	0.12	0.46	6.89

Self- reliance variable (B= 0.34, T= 6.89) influences directly and meaningfully on citizenship organizational behavior; therefore, research theory becomes confirmed. In addition, it is indicated that self – reliance influences indirectly and meaningfully through organizational commitment on citizenship organizational behavior.

3.3. There is a direct and meaningful relationship between spirituality and citizenship organizational behavior.

Table 3.3. Direct, Indirect and Total T- Value Related to intra- personal Management and Citizenship Organizational Behavior.

Effects	Direct Effects	Indirect Effects	Total Effects	T- Value
Self- reliance				
Citizenship Organizational Behavior	0.24	0.10	0.34	5.11

The spirituality variable (B= 0.24, T=5.11) has a direct and meaningful effect on citizenship organizational behavior. So, research theory is confirmed. Also, it is determined that the variable of spirituality has an indirect and meaningful effect on citizenship on citizenship organizational behavior through organizational commitment.

Table 3.4. Standard Co-efficient of Direct, Indirect and Total Effects of Variables on Commitment and Citizenship Organizational Behavior

Variables	Estimates	Direct Effects	Indirect Effects	Total Effects
On Citizenship Organizational Behavior from:				
Organizational Innovation		0.29**	0.11**	0.40**
Self- reliance		0.34**	0.12**	0.46**
Spirituality		0.24**	0.10**	0.34**
Organizational Commitment		0.22**		0.22**
On Organizational commitment from:				
Organizational Innovation		0.29**		0.29**
Self- reliance		0.19**		0.19**
Spirituality		0.35**		0.35**

11. Discussion and Results

Research results showed that the variable of organizational innovation (B= 0.29, T= 6.14) has a direct and meaningful effect on the organizational commitment in the organization. Thus, research theory is confirmed.

According to the above finding, it should be mentioned that the innovation culture in the organization will causes the employees to think of the organization as their server, and they will show more commitment to the organization.

On the other hand, according to Schien's 'psychological contract theory' (1971), those employees who see the positive organizational atmosphere, their psychological status motivates them to be committed to accommodate the organization services.

The result achieved from this theory is in agreement with Colquitt et al. (2002).

2.1. There is a direct and meaningful relationship between self- reliance and organizational commitment.

The research result of this theory is in accordance with Enson (2005) and Spenser's result (2009).

It should be mentioned that available approaches and methods of an organization can have vital role in understanding of effective economic management from employees' point of view. The important thing is that employees perceive the affairs procedures as standard, fair and just in the organization. This perception helps the employees believe that the organization esteems their works and respects all of them. This issue causes more attachment of employees to the organization.

3.1. There is a direct and meaningful relationship between spirituality and organizational commitment.

The research result indicated that spirituality variable (B= 0.35, T= 3.18) has a direct and meaningful effect on organizational commitment. The research theory also confirmed. The achieved result from this theory is in agreement with Podsakoff and Mackenzie (2009).

Considering that three above theories indicate that effective economic management has a meaningful relation with commitment, it can be concluded that spiritual attention to collaborators and their needs through humanistic and organizational culture can lead the employees and collaborators to become committed organizationally.

But about the meaningful relationship between effective economic- management and commitment it can be concluded that careful attention to effective economic management at the work environment motivates organizational managers to provide the acquired tools, prerequisites and substructures for their employees, and help them to be successful in life and work affairs.

2. Organizational commitment has a meaningful effect on citizenship organization behavior. By paying attention

to the research findings, the variable of organizational commitment ($B= 0.22$, $T= 3.48$) has a direct and meaningful effect with organizational citizenship; thus, research theory is confirmed. This finding is in agreement with researches done in the country or abroad. The important thing is to perceive that satisfied employees are committed, and a committed organization leads to enhancement of citizenship organizational behavior among its employees.

3. There is a direct relationship between components of effective economic management and citizenship organizational behavior.

The above theory is divided to three minor theories as follows:

- 1.1. There is a direct and meaningful relation between organizational innovation and citizenship organizational behavior.

The results indicated that the variable of organizational innovation ($B= 0.29$, $T= 6.14$) has a direct and meaningful effect on citizenship organizational behavior and the research theory is confirmed. It should be mentioned that the variable of organizational innovation has an indirect and meaningful effect on citizenship organizational behavior through organizational commitment and psychological commitment (0.11). The achieved result of this theory is in agreement with the result of Taalebi et al (2010).

The research result that the variable of self- reliance ($B= 0.34$, $T= 6.89$) has a direct and meaningful effect on citizenship organizational behavior, so the research theory gets confirmed. It is also determined that self- reliance indirectly causes a meaningful effect on citizenship organizational behavior through organizational commitment.

The achieved result from this theory is in accordance with Ghoolipour's results (2011).

- 3.1. There is a direct and meaningful relation between spirituality and citizenship organizational behavior.

The variable of spirituality ($B= 0.24$, $T= 5.11$) has a direct and meaningful effect on citizenship organizational behavior, so the research theory gets confirmed. It is also determined that the variable of spirituality indirectly and meaningfully influences on the citizenship organizational behavior through organizational commitment.

Regarding the three above confirmed theories, it can be concluded that rehabilitation has a direct and meaningful effect on citizenship organizational behavior. Thus, regarding the above points, it can be declared that following the "social exchange" theory (Blau, 1964), employees see the organization as their supporter, so they search for a way to accommodate its services, they display their own being gratified in the form of more loyalty to the organization. By determining the way effective economic- management influences on citizenship organizational behavior, it will also be determined that employees who receive psychological supports will respond back their supports by organizational loyalty to the organization. This point indicates that it is possible to enjoy loyal and committed employees without spending financial resources.

Regarding this issue that commitment plays an intermediate role in the relation between citizenship organizational behavior and effective economic- management, it can be noted that effective economic- management and organizational commitment in an associative manner influences on the employees' citizenship organizational behavior. Confirmation of the above theories also, confirms the effect of Herzberg's motivation factors on employees' citizenship organizational behavior.

Finally, regarding the achieved results, it can be concluded from the research main theories that effective economic management directly also indirectly relates to citizenship organizational behavior through organizational commitment.

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