EXPLAINING ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF STAFF OF MASKAN BANK BY EMPHASIS ON DIMENSIONS OF SOCIAL EXCHANGE

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Abstract
Nowadays dynamism of organizations and administrative systems doesn’t only depend on updating technology, changing structures and adding capital although these factors are important, but the thing that has axial role at excellence of organizations and says the first speech is human. Organizational citizenship behavior is one important factor that is effective at success of current organizations. Different factors are effective for presenting this behavior by staff, but in this research the effect of organizational commitment and transformational leadership on this behavior has been considered. Therefore the main goal of this research is considering the effect of dimensions of social exchange on organizational citizenship behavior of staff of Maskan bank in Guilan province (Iran). Sampling method is cluster-random sampling. Current research is applied research and regarding classification of research based on the way of data collection it is descriptive research. Tools of data collection are standard questionnaire. For considering research hypothesis structural equation modeling was used by Lisrel software. The result of research denotes positive and meaningful effect of transformational leadership, affective commitment and constant commitment on organizational citizenship behavior of staff of Maskan bank in Guilan province.

Keywords: organizational citizenship behavior, organizational commitment, transformational leadership, Maskan bank

1. Introduction
Changing and ruling condition on organizations, increasing competition and necessity of their effectiveness in such condition has manifested their needs to a valuable generation of staff more than before, a generation that is mentioned as organizational soldier. These staff undoubtedly, is discriminating aspect of efficient organization from inefficient organizations because they know organization as their home and for achieving its goal act in addition to their formal role, don’t neglect any attempt. Nowadays attempts beyond expectations, voluntary, useful are mentioned as behaviors adding role or organizational citizenship behaviors (Mahdad et al, 2013). Organizational citizenship behavior is one important approach and is as all positive behaviors that is shown from a person inside an organization (Cimar et al, 2013). Organizational citizenship behavior in literature related to the organization and management has attracted special attention and definitions, determining factors and consequences of this phenomenon have been considered in workplace (Budiman
et al, 2014). Organizational citizenship behavior is very important for organizations in continuity of constancy and organizational survival in current challenges and competitive environment (Serim et al, 2014). Organizational stability in current era has been changed into an important and significant choice for organizations. Effects of globalization and international trade have been paid attention by organizations more than before. Therefore compatibility at international level has got more attention and acceleration of organizations at international environment and current competitive environment have shown organizational citizenship behavior more than before (Budiman et al, 2014). Organizational citizenship behavior is counted as one main subject and has many benefits for business activities and organizational performance. Organizational citizenship behavior has positive effect on different organizational aspects. High level of organizational citizenship behaviors lead to high level of utilization and effectiveness and organizational compatibility and are one important effective factor on organizational effectiveness (Al-Sharafi & Rajani, 2013). Organizational citizenship behavior is the behavior not compulsory not notified by organization but is counted at the real of a delegated behavior (Jain, 2012). Organizational citizenship behavior is counted concepts such as punctuality, having positive attitude and explaining suggestions for improvement of organization and has special importance for the organization because it helps facilitation of organizational goals and increase organizational performance. Also it causes customer satisfaction. Organizational cooperation is described by co-thinking in organizational management and describes tendency of staff to involving actively in all aspects of organizational life (Yen & Teng, 2013). Many factors affect organizational citizenship behavior of staff but based on research of Cohen et al(2012) variables of transformational leadership, affective factors and constant commitment are mentioned as effective factor on organizational citizenship behavior(Cohen et al, 2012).

Increasing tendency in the area of organizational citizenship behavior regarding positive and perceived effect on organizational efficiency and commitment of workforce shows the importance of presenting organizational citizenship behavior. Organizational citizenship behavior as voluntary and conscious behavior of staff has significant effect on job performance of staff and leads to their empowerment against problems of the organization. This behavior enables the probability of more flexibility and rapid responsibility to changes. Organizational citizenship behavior includes behaviors that staff shows besides behaviors according to the role. The importance of this behavior is at increasing organizational commitment of staff and fallingow that staffs that show higher organizational commitment help success of organization more. For organizational success staffs who count metafunctional behaviors in the framework of their job duties help success and evlopment of organization (Ozcelik & Findiki, 2014). Based on research of Serim et al (2013) organizational commitment is an effective factor on organizational citizenship behavior of staff. The relationship between staff and organizations is mostly described as an important relationship. Staffs who has better relationship with the organization will have higher commitment to the organization (Serim et al, 2014). Staff is counted key capital for any organization and their attitude and behavior not only affect their own performance but also affects general performance of the organization. Studies have shown that staff that have more organizational citizenship behavior are more satisfied and committed to the organization and less tend to leave job(Aslan, 2012). In the subject of organizational citizenship behavior this point is important that staff who have more commitment to their organization, there is much probability to show organizational citizenship behavior. Such behaviors help strategies of the company. Success of this strategy depends on the way of perceiving and acting this process.
gets meaning (Serim et al, 2014). Another effective factor on organizational citizenship behavior of staff is leadership style. Transformational leadership style is one style that has positive effect on occurrence of this behavior directly. Leaders and managers in the organization has vital and effective role on subordinates and this sense of subordinates is generally perceived organizational support that increase self-motivation, sense of power and controlling working process and this factor leads to the sense of independence and self-believe in their organization. Zeng and Chen (2013) in their research concluded that development of leadership behavior provides proper feedback for helping learning, growth and development and leads to strong emotions of compatibility and self-efficiency in work of staff. Therefore transformational leadership style that is effective on organizational support directly, can positively affect occurrence of organizational citizenship behavior and improvement of their performance. Also staff by perceiving organizational support in choosing growth and their development will have good deeds and this factor leads to making favorable organizational citizenship behavior. These researchers believed that when staff enact their internal motivation and feel that they are capable and independent, this factor causes to act well in their duties and get positive attitude toward their organizational behaviors. Therefore generally it can be said that transformational leadership style has positive effect on organizational citizenship behavior (Zhang & Chen, 2001). Banks is counted one important service organization in any country. In these organizations staff is the first people who are in relationship with customers. Therefore existence of behavior higher than role for problems for customers and facilitation in affairs related to them has high importance both for organization and customer but regarding consideration of documents, subjects of this behavior seems limited among staff of banks and many staff suffice to behaviors according to the role (Eslami et al, 2012) so the main question of research is identified as:

*how is the effect of dimensions of social exchange on organizational citizenship behavior of staff of Maskan bank in Guilan province and which dimension has the highest effect?*

2. Literature Review

2.1. Transformational Leadership

Leadership as a process means using penetration without force for the committee and coordinating activities of members of a group in the direction of implementing goals and is as one attributes that means a set of features that is devoted to the people who apply such penetration with success. In organizational viewpoint, leadership has vital importance because leaders have powerful penetration on behavior of a person and group. Also another reason of importance of leadership is that leader direct attempts of a group in the direction of a goal that is his considered goal and this goal may or may not be coordinated with organizational goals. Features that are attributed to a leader may be features that a leader really has it or may be a leader just speculates that has such features (Morhed and Griffin, 2013). In contemporary literature leadership and organizational management theory of transformational leadership has been known as the head of all theories in the position of describing process of effectiveness of leadership. This theory could be applied as a proper pattern for creating fundamental changes and transformation of structure of much current organization (Indrawati et al, 2014). Transformational leadership by involving people in different organizational activities and sharing knowledge causes occurrence of innovative behaviors in the organization (Li et al, 2013). Therefore transformational leadership is such leadership style that can have proper perception of personal, group and organizational efficiency. Making this leadership style causes creation of personal and organizational growth
and puts multiple attitudes toward solving problems to staff (Tse & Chio, 2014). Favourable effect of a charismatic factor is from transformational leadership in which leaders are in the form of pattern that are appreciated and respected by followers and are models for others. Therefore followers make reasonable high degree of certainty in such leaders (Mousakhani and Mohammadnia, 2006,193). In relationship with the charismatic effect of creative leaders it can be said that they provide viewpoints and sense of mission. Stimulate respect and certainty in them and increase optimism. Unite their followers with leaders and imitate them and act as a synergistic factor. Such leaders have more effectiveness and transformational power. When the sense of self-efficiency leads to more creative performance; transformational leaders that have increasing self-efficiency it is more possible to be stimulated for producing ideas and creative solutions (Gillet et al, 2013).

2.2. Organizational Commitment

Since beginning of 1950s organizational commitment was identified about organizational behavior, those category is one subject that has been placed in the way of researchers’ interest because they believe correct management of organizational commitment can lead to improvement of performance. Conceptual commitment is multi-dimensional and complicated (Rezaei kelidbari et al, 2013). One challenging problem that organizations in Iran are involved is the problem of organizational commitment of staff and also motivational problems of them that annually devote heavy cost for absorbing, employment and even education of specialty staff that are counted ad human capitals and the most fundamental capital of organization. Exiting service and leaving organization and problems related to lack of motivation impose heavy losses to the organization. Therefore undoubtedly extensive research should be done in relationship with increasing motivation and sense of empowering staff and so improving commitment and performance. In Cohen belief, organizational commitment leads to useful consequences such as increasing efficiency of performance and utilization and decreasing tendency and leaving service and absence in personal and organizational level. Although much research has been done about organizational commitment at global level, it seems that this discussion due to complexity and incompleteness needs more consideration. In the view of Alen and Meyer (1990), commitment is a mental state that provides tendency, need and necessity for employment in an organization (Tabe Bordbar and Aghaei, 2014). Organizational commitment is a kind of job attitude and it means a state that member of an organization knows goals of organization as his introducer and wishes to remain in membership of that organization, so in the direction of implementing goals of the organization try a lot(Sabzipour et al, 2014). Porter et al (1974) have defined commitment as the degree of determining identity of a person with special organization and degree of involvement and cooperation with the organization. Organizational commitment is in fact a kind of attitude to work that is distinctly related to participation of staff and their tendency for remaining in the organization and is effective in job performance of staff (Baharlou et al, 2014). In Moday (1982) organizational commitment points out dependency or psychological relationship with general levels of organization. Convergence of goals and values, behavioral investment in the organization and probability of survival in an organization are such factors related to organizational commitment (Gilaninia,ET AL S,2012). Organizational commitment is important factor in formation of job satisfaction and perception of behavior of staff. On the other hand it provides field for decreasing daily changes and job fluctuations. Organizational commitment is in fact a psychological relationship based on which a staff make relation with organization, goal and behavioral patterns dependent to it. Organizational commitment was conceptualized as an
effective response or reaction that provides field for evaluation of job situation and perception of relations among people and organization. As Moday(1982) reminded, organizational commitment points ability of a person in organizational cooperation this process is affected by a various spectrum of effective organizational factors(Rezaei Kelidbari et al, 2013). In these research two dimensions of affective commitment and constant commitment on organizational citizenship behavior, so in the following some suggestions are presented about these dimensions:

2.2.1. Affective Commitment
Affective commitment reflects psychological and social interest of people in the organization. This psychological situation is based on emotions and identity, loyalty and dependency. Effective commitment encompasses loyalty and honesty that reflects effect of organization on its members. Affective commitment develops from connecting positive emotions and social problems in a relationship. It is believed that effective commitment gets communications against competitive behaviors into challenge. Affective commitment includes strong sense of identification of loyalty, dependency and adherence (Ganesan et al, 2005). In other word affective commitment reflects commitment based on affective dependency of users that is developed in the organization by positive working experiences (Jaros, 2007). Affective commitment is personal tendency for remaining in the organization with pre-determined affective dependency, identity and the organization itself. By supposing that affective commitment include homology of values between organizations and people probably personal affective commitment in an organization encompasses similar personal feeling (Wang, 2010). Affective commitment denotes personal affective dependency, identity or cooperation with the organization that is described by accepting organizational value and tendency to using services in the organization. Strong affective commitment points that people want to remain in the organization and accept goals or the organization (Bakan et al, 2011).

2.2.2. Constant Commitment
This type of organizational commitment is less prevalent but is discussing. Constant commitment shows a type of feeling of duty for continuing cooperation with the organization. People who have high level of constant commitment feel that they are forced to remain in the current organization. When this feeling is created in a person that the organization has spent much time for preparing him for doing work better and creates a feeling of duty for remaining in the organization. For example a staff that his organization invests for his education may believe that it can compensate cost of its organization through continuing activities in it. In general state constant commitment occurs when a person feels that answering investments of the organization is hard. However Ovrili has defined and assessed constant commitment based on values. He believes that reciprocal relationship between values of a person and organization leads to organizational commitment (Shafagh et al, 2013). Constant commitment reflects feeling of duty to remaining as a member of organization (Chang, 2010). So staff will remain in the organization until the time that remaining in the organization in their view is proper action (Khanifeh et al, 2009). Constant commitment is resulted from remaining in the network of existing relations. The reason of this action is high cost of separation from job (position and situation, deficiency of the possibility of employment in other places, and retiredness). Constant commitment is resulted from tendency of a staff to continuing cooperation in the organization. Staff due to sense of loyalty, duty and function, prefers remaining in the organization (Salehi Sedghiani et al, 2014).
2.3. Organizational Citizenship Behavior

In three last decades researchers have paid much attention to the concept of organizational citizenship behavior. Now researchers believe that organizational citizenship behavior is a multi-dimensional structure and encompasses different aspects of voluntary behaviors directly. Such behaviors are related to dimensions of organizational citizenship behavior. Katz in 1966 was as the first researcher that studied organizational citizenship behavior. Katz in his research considered an explanation of behaviors according to the role and behaviors beyond role(Ahmed et al, 2012). Katz in his research stated that organizational citizenship behavior has historical stem and includes interactional and common behaviors that can be defined as forms of tendency to connecting and remaining in organizational systems (Sjahruddin et al 2012). Organ knows citizenship behavior of staff as positive actions of staff for improvement of utilization and correlation and solidarity in working place that is beyond organizational necessities. In fact occurrence of voluntary and meta-functional behaviors are behaviors that although haven’t been designed by the organization but their occurrence causes enhancing efficiency and effectiveness such citizenship behaviors are organizational obedience, loyalty and organizational participation that its parameters are ethical virtue, altruism, consciousness, chivalry and courtesy(Iqbal et al, 2012). Organizational citizenship behavior based on view of organ has 5 dimensions that these dimensions are (Cinar et al, 2013).

*Altruism:* personal help to a colleague as duty, is voluntary actions that is related to other members of the organization in relation with problems and duties.

*Civic virtue:* it is social and supervising cooperation in the organization and also tendency to cooperation and responsibility in the organization and also presenting proper image of the organization and includes behaviors like voluntary cooperation like behaviors such as presence in additional activities.

*Organizational duties:* following a good pattern and behavior that is higher than required duty at doing affairs. If staff is present at work on-time, they use time effectively; in this case they forbid additional day-off request and try to obey organizational rules even in case that is not compatible with their spirit and it means higher than required duty at doing affair. Also organization CAPACITY is very important for citizenship behavior (Shirsavar, et al.2012)

*Courtesy:* alerting others in the organization is about changes that may occur in the organization and implement for preventing occurrence of working problems of their colleague in the organization and denotes the way of behaving people with colleague, supervisors and audiences of organization.

*Chivalry:* avoiding complaints about unimportant problems, tendency to more toleration to forgiving in the organization and doing work with positive attitude and doing organizational activities without revenge.

3. Methodology

Regarding that in this research we are going to answer an special problem that exist in real world and also regarding that result of research will be used in the direction of helping better decisions, this research regarding goal is applied. In classification of kinds of research based on method, current research is descriptive. This research regarding classification based on the way of data collection (research design) descriptive-correlation research that describes sample features and then generalizing these features to statistical society. Briefly it can be said that method of this research is descriptive and surveying-correlation type. Obviously this
research is based on structural equation modeling\textsuperscript{1}. Structural equation modeling includes a number of statistical methods for estimating network of cause relations that is defined based on a theoretical model and relates two or more latent\textsuperscript{2} complicated concepts that each of them are measured by a number of observable\textsuperscript{3} index. Statistical society of research is all staff of Maskan bank throughout Guilan province and sampling method is cluster-random sampling. Regarding that statistical society in this research is limited amount of sample was estimated from the following formula:

\[
n = \frac{N \times (Z_{\alpha} \times 2)^2 \times s^2}{\varepsilon^2 (N - 1) + (Z_{\alpha} \times 2)^2 \times s^2}.
\]

\(\alpha\): error level  
\(N\): sample of society  
\(\varepsilon\): maximum error that is accepted by researcher  
\(Z_{\alpha} \times 2\): Size of variable in normal distribution that is extracted from table at considered certainty level  
\(S\): sample standard deviation

All staff of Maskan bank in Guilan province is 500 people. Maximum error that was considered for \(\varepsilon\) in this research is 0.05. Also certainty level of 95% was considered for determining sample volume that is 1.96 equal to normal distribution. Regarding that 32 preliminary samples were available through distributing questionnaire, by using received information of questionnaire standard deviation was calculated that its number is 0.805. Regarding these amounts sample volume equal the following amount:

\[
n = \frac{500 \times (1.96)^2 \times 0.805^2}{0.05^2 (500 - 1) + (1.96)^2 \times 0.805^2}.
\]

\(n = 216\).

For data collection about theoretical principles and subject literature, studies of library and papers, and for collecting data for analysis questionnaire was used. Questionnaire of research is standard questionnaire. This questionnaire has been used after translation and localization in this research. In designed questionnaire since questions benefited distance scales, Likret spectrum was used and the choices of a lot, high, moderate, low, very low were given value of 5-1 in order. For data analysis statistical software of SPSS version 19 and Lisrel version 8.23 was used.

<table>
<thead>
<tr>
<th>Model variable</th>
<th>Number of questions</th>
<th>resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td>3</td>
<td>Morals et al (2012)</td>
</tr>
<tr>
<td>Affective commitment</td>
<td>3</td>
<td>Alen &amp; Meyer (1997)</td>
</tr>
<tr>
<td>Constant</td>
<td>3</td>
<td>Alen &amp; Meyer (1997)</td>
</tr>
</tbody>
</table>

\textsuperscript{1} Structural equation modeling  
\textsuperscript{2} latent  
\textsuperscript{3} observable
Reliability and Validity of Questionnaire
In order to be able to be certain about result of measurement and in simple word claim that data resulted from measurement are reliable, measurement should have two features of reliability and credit. In this research by using cronbach alpha reasonable compatibility between questions of questions are assessed (Momeni and Ghyomi, 2012). For considering content credit, questionnaire of research was given to authorities and in some sessions their considered reforms on structure and content of questionnaire was acted. Also for more exact consideration of reliability of questionnaire of index KMO and Barletlet for variables and whole questionnaire was calculated that its result was shown in table(2). After designing and writing questionnaire and confirming it by professors and specialties, researcher is going to determine the degree of reliability of question. For considering cronbach alpha 32 questions have been distributed among staff of 4 branches of Maskan bank in rasht city. Then by using obtained data of this questionnaire and with the help of statistical software of Spss the degree of reliance was calculated through cronbach alpha for this tool. Amount of cronbach alpha for all indices of questionnaire of research and also amount of this coefficient for the whole questionnaire was 0.7/ exact amount of this coefficient has been mentioned in tables (2):

<table>
<thead>
<tr>
<th>Model variable</th>
<th>Cronbach alpha coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td>0.703</td>
</tr>
<tr>
<td>Affective commitment</td>
<td>0.895</td>
</tr>
<tr>
<td>Constant commitment</td>
<td>0.856</td>
</tr>
<tr>
<td>Altruism</td>
<td>0.786</td>
</tr>
<tr>
<td>Conscience</td>
<td>0.813</td>
</tr>
<tr>
<td>Chivalry</td>
<td>0.756</td>
</tr>
<tr>
<td>Civic behavior</td>
<td>0.834</td>
</tr>
<tr>
<td>Politeness and consideration</td>
<td>0.709</td>
</tr>
</tbody>
</table>

4 Kaiser-Meyer-olkin Measure of sampling adequacy
5 Barletts test of sphericity
6 spss
Table(2): testing adequacy of data for questionnaires variables

<table>
<thead>
<tr>
<th>Models’ variables</th>
<th>KMO</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td>0.675</td>
<td>0.000</td>
</tr>
<tr>
<td>Affective commitment</td>
<td>0.785</td>
<td>0.000</td>
</tr>
<tr>
<td>Constant commitment</td>
<td>0.562</td>
<td>0.000</td>
</tr>
<tr>
<td>Altruism</td>
<td>0.635</td>
<td>0.000</td>
</tr>
<tr>
<td>Conscience</td>
<td>0.789</td>
<td>0.000</td>
</tr>
<tr>
<td>Chivalry</td>
<td>0.819</td>
<td>0.000</td>
</tr>
<tr>
<td>Civic behavior</td>
<td>0.746</td>
<td>0.000</td>
</tr>
<tr>
<td>Politeness and consideration</td>
<td>0.608</td>
<td>0.000</td>
</tr>
</tbody>
</table>

4. Data Analysis
For assessing demography of sample member 5 questions were identified. The result of information showed that among 217 respondents most of them were female. Other information related to this section of question has been mentioned in the following table:

Table (3): sample demographical features

<table>
<thead>
<tr>
<th>Variable</th>
<th>Levels</th>
<th>Person</th>
<th>Variable</th>
<th>Levels</th>
<th>Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>186</td>
<td>Married</td>
<td>Single</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>31</td>
<td></td>
<td>Married</td>
<td>193</td>
</tr>
<tr>
<td>Age</td>
<td>Under 30 years old</td>
<td>9</td>
<td>Less than 5 years old</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Between 30-35 years old</td>
<td>31</td>
<td>Between 6-10 years old</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Between 36-40 years old</td>
<td>56</td>
<td>Between 11-15 years old</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Between 41-45 years old</td>
<td>75</td>
<td>Between 16-20 years old</td>
<td>82</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Over 45 years old</td>
<td>46</td>
<td>Over 20 years old</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post-secondary</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>bachelor</td>
<td>161</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>M.A</td>
<td>41</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total number of sample</td>
<td>217 people</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Structural Equation Modeling
In these section two important outputs of lisrel software that is model in the mode of standard estimation and meaningful coefficients are presented:

Model in the state of standard solution
Result of structural equation modeling in standard solution shows this subject that the order of variables of constant commitment, affective commitment and transformational leadership has the highest effect on organizational citizenship behavior of staff. Result of confirming factor analysis of variables showed that model of variables is proper and al numbers and parameters of model are meaningful. Index of proportion of measurement model is as below that shows properness of measurement model of variables. Result of measurement model

7 Standard solution
denotes existence of positive and meaningful correlation between variables in the model. Regarding fig (1) factor load of each questions of research can be observed. Amount of determination coefficient is a number between 0 and 1, that as it closes to 1, amount of variance explanation becomes more.

Model in t-value mode
Model estimation in this mode is called t-value estimation. Model in the mode of t-coefficient or meaningfulness shows amount of t-statistics that is applied for judgment about meaningfulness of relations. In this form that if amount of t statistics locates between +1.96 and -1.96, coefficients are not meaningful and lead to rejecting research hypothesis and in mode that is out of this limitation they are meaningful. These amounts in mode that are not meaningful are distinguished with red color. Fig (2) shows meaningfulness of coefficients and parameters obtained from model that all obtained coefficients have become meaningful. Basis of confirming or rejecting research hypothesis is considering model in standard mode of meaningfulness coefficients. Regarding mentioned cases all hypothesis of research are confirmed.
First Hypothesis

$H_0$: transformational leadership doesn’t affect organizational citizenship behavior of staff of Maskan bank in Guilan province.

$H_1$: transformational leadership affects organizational citizenship behavior of staff of Maskan bank in Guilan province.

Regarding consideration of model in meaningfulness coefficient mode we observe that amount of meaningful number for effect on transformational leadership on organizational citizenship behavior of staff of Maskan bank in Guilan province is $2.56 (t = 2.56)$. Since obtained meaningfulness number is out of range $+1.96$ and $-1.96$ so it can be said: transformational leadership affects organizational citizenship behavior of staff of Maskan bank in Guilan province.

Second Hypothesis

$H_0$: affective commitment doesn’t affect organizational citizenship behavior of staff of Maskan bank in Guilan province.

$H_1$: affective commitment affects organizational citizenship behavior of staff of Maskan bank in Guilan province.

Regarding consideration of model in meaningful coefficient mode we observe that amount of meaningfulness number for influencing affective commitment on organizational citizenship behavior of staff of Maskan bank in Guilan province is $3.34 (t = 3.36)$. Since obtained meaningfulness number is out of range $+1.96$ and $-1.96$ so it can be said: affective commitment affects organizational citizenship behavior of staff of Maskan bank in Guilan province.

Third Hypothesis

$H_0$: constant commitment doesn’t affect organizational citizenship behavior of staff of Maskan bank in Guilan province.
H1: constant commitment affects organizational citizenship behavior of staff of Maskan bank in Guilan province.

Regarding consideration of model in meaningful coefficient mode we observe that amount of meaningful number for effect of constant commitment on organizational citizenship behavior of staff of Maskan bank in Guilan province is 5.97(t=5.97). Since obtained meaningful number is out of range +1.96 and -1.96, so it can be said: constant commitment affects organizational citizenship behavior of staff of Maskan bank in Guilan province.

### Fit Index of Research Model

General fit index shows whether model or data have fitting or not? These indices are extensive spectrum and entitled as goodness of fit statistics⁸ and are located at the end of lisrel output (Karshki, 2012). In table (5) indices related to model fit have been mentioned by its favorable amount. In comparing amount of research model and favorable amount, this subject becomes obvious; research model is located in favorable state regarding all indexes.

Table 5: fit indices of research model

<table>
<thead>
<tr>
<th>Fit indices of model</th>
<th>Amount of research indices</th>
<th>Obtained amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$x^2$/ df</td>
<td>$\leq$ 3</td>
<td>1.371</td>
</tr>
<tr>
<td>RMSEA</td>
<td>$\leq$ 0.08</td>
<td>0.058</td>
</tr>
<tr>
<td>RMR</td>
<td>$\leq$ 0.5</td>
<td>0.052</td>
</tr>
<tr>
<td>PNFI</td>
<td>$\geq$ 0.8</td>
<td>0.85</td>
</tr>
<tr>
<td>AGFI</td>
<td>$\geq$ 0.8</td>
<td>0.83</td>
</tr>
<tr>
<td>NFI</td>
<td>$\geq$ 0.9</td>
<td>0.96</td>
</tr>
<tr>
<td>NNFI</td>
<td>$\geq$ 0.9</td>
<td>0.99</td>
</tr>
<tr>
<td>CFI</td>
<td>$\geq$ 0.9</td>
<td>0.99</td>
</tr>
<tr>
<td>IFI</td>
<td>$\geq$ 0.9</td>
<td>0.99</td>
</tr>
<tr>
<td>GFI</td>
<td>$\geq$ 0.9</td>
<td>0.89</td>
</tr>
<tr>
<td>Degree of Freedom</td>
<td>$\geq$ 0</td>
<td>71</td>
</tr>
</tbody>
</table>

### 5. Conclusion

As we observed regarding consideration of hypothesis through structural equation modeling it is regarded transformational leadership has positive effect on organizational citizenship behavior of staff of Maskan bank in Guilan province and coefficient of standard effect is 0.37. It means that in turn of increase of one unit of transformational leadership the degree of organizational citizenship behavior of staff of Maskan bank in Guilan province increase 0.37.

The result of this hypothesis is adapted with the result of Cohen et al(2012). Also regarding consideration of hypothesis through structural equation modeling it is regarded that affective commitment has positive effect on organizational citizenship behavior of staff of Maskan bank in Guilan province and standard effect coefficient is 0.43. It means that in turn of one unit increase of affective commitment the degree of organizational citizenship behavior of staff of Maskan bank in Guilan province increases 0.43. The result of this hypothesis is adapted with the result of research of Cohen et al (2012) and at the end by regarding consideration of hypothesis through structural equation modeling it is regarded that constant commitment has positive effect on organizational citizenship behavior of staff of Maskan bank in Guilan province and standard effect coefficient is 0.87. It means that in turn of one unit increase of constant commitment the degree of organizational citizenship behavior of staff of Maskan bank in Guilan province increases 0.87. 

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⁸ Goodness of fit statistics
unit increase of constant commitment the degree of organizational citizenship behavior of staff of Maskan bank in Guilan province increase 0.87. The result of this hypothesis is adapted with the result of research of Cohen et al (2012). Regarding the obtained result of considering hypothesis the following suggestions is presented:

1- It is suggested that managers of organization should consider staff performance through close coordination with human resource in the field of behavior higher than role and for encouraging staff toward presenting organizational citizenship behavior, consider cash and incash rewards so this this factor is paid attention as a proper stimulator for occurrence of organizational citizenship behavior by staff.

2- It is suggested that the process of human resources by doing monthly and once every three months do necessary assessment toward organizational commitment of staff and in case of fluctuation and decrease of their commitment for removing problem, proper modifying actions should be considered, because as staff have more commitment toward organization, the probability that the show more organizational citizenship behavior will increase.

3- It is suggested top managers of bank provide opportunities of growth and enhancement regarding compatibility of staff and in making proper relationship with staff in sessions of evaluating performance, present proper feedback in relation with their positive and negative points without discrimination.

6. Limitations of Research
1- Current study has been done sectional and in range winter 2014 to June 2015, so it doesn’t reflects effect of constant actions.
2- In this research variable of transformational leadership has been considered as a first rank variable, whereas variable of transformational leadership has 6 dimensions.
3- Regarding that organizational commitment has three dimensions of constant commitment, affective commitment and arithmetic commitment in this research the effect of two out of three dimensions of organizational commitments have been considered and all dimensions of organizational commitments haven’t been considered.

7. Future Suggestions
1- It is suggested that research model is done in different time range for more generalization of obtained results.
2- Regarding that transformational leadership has 6 dimensions of creating viewpoint, ideal effects, personal stimulation, mental modeling, accepting goals of group and high performance expectations, so it is suggested these dimensions are added to the model and new model is tested.
3- Considering all dimensions of organizational commitment in the model and testing research model regarding triple dimensions of organizational commitment

References


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