

**CONSIDERING THE RELATIONSHIP BETWEEN
TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL
COMMITMENT WITH CITIZENSHIP BEHAVIOR**
(Case study: Staff Of Branches of Maskan Bank in Guilan Province-Iran)

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Abstract

Organizational citizenship behaviors are counted as working behavior of staff of an organization such as helping each other, being conventional a lot and working on holidays, acting in job affairs higher than introduced standards by the organization and tolerating deficiencies in an organization at work or job and being actively involved in non-occupational and non-duty activities in the organization and are counted as effective factors on success of the organization. Many factors affect presenting organizational citizenship behavior of staff that in this research the relationship between transformational leadership, affective commitment and constant commitment is considered. Therefore the main goal of current research is considering the relationship between transformational leadership and organizational commitment with citizenship behavior of staff of branches of Maskan bank in Guilan province. This research regarding goal is applied one and its research method is descriptive and correlation type. Statistical society of research is all staff of Maskan bank throughout Guilan province that their number is 500 people in the province. Regarding research limited society, sample volume has been chosen as 217 staff of the bank. Sampling method is cluster-random rumpling type. Tools of data collection in this research are standard questionnaire. For data analysis Spss software version 19 was used. The finding has been analyzed through questionnaire by using Kolmogorov-smirnov test, pearson correlation coefficient, multiple linear regression. Result of testing research denotes positive and meaningful relationship of transformational leadership, affective commitment and constant commitment on citizenship behavior of the organization of staff of Maskan bank in Guilan province.

Key Words: Organizational Citizenship Behavior, Organizational Commitment, Staff of Bank, Guilan Province

1. Problem Statement

In last three 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 behavior directly. Such behaviors are related to dimensions of organizational citizenship behavior (Lopez-Dominguez et al, 2013). Smith et al(1983) and Katz(1964) believed that in order to achieve effective organizational operations kinds of behaviors are needed that include tendency of staff for survival in the organization, activity of staff in the form of explaining job duties and meta-role behavior of staff. Two first kinds of behaviors are counted as the role of staff and the third kind is cooperation among colleagues. Innovative behaviors and creativity and co-thinking are vital and useful for an organization. These behaviors help performance and total utilization of the organization a lot (Chiang & Hsieh, 2012). Organizational citizenship behavior is important in promoting organizational efficiency and creating excellent short-term and long-term results for the organization and inexistence of organizational citizenship behavior leads to negative consequences like weak performance of people and organization. However organizations that are involved in organizational citizenship behavior will have more proper performance at strategic planning, increasing utilization, better efficiency and absorbing new forces. Naeim et al(2014) in his research showed documents that organizational citizenship behavior has personal advantages like degree of positive expectations of management for performance of staff, seeming and devoting reward in organizational decision-making and its organizational advantages like utilization, decreasing cost, customer satisfaction and not leaving work(Naeem et al, 2014). Organizational citizenship behavior is called personal and voluntary behavior that hasn't been defined by formal system of organization reward directly and obviously and includes behaviors that increase organization's efficiency totally. This type of behavior is a voluntary behavior it means this behavior is not part of explaining job duties or functional behaviors and hasn't be placed in employment commitment of staff(Magdalen, 2014). Many factors affect organizational citizenship behaviors but based on research of Cohen et al(2012) variables of transformational leadership, affective commitment and constant commitment have been named ad effective factors on organizational citizenship behaviors(Cohen et al, 2012). In relationship with presenting organizational citizenship behavior this point is important that staff who has more commitment to their organization, there is more probability to show more organizational citizenship behavior. Such behaviors help strategy of the company and success of this strategy depending on the way of perceiving and acting this process gets meaning (Serim et al, 2014). In the view of Yaldrim et al(2012) organizational commitment has close relationship with organizational citizenship behavior because organizational citizenship behavior reflects commitment of people in the organization and workplace and staff y increasing sense of effective and normative commitment to the organization show more citizenship behavior and provide proper opportunity in social and environmental exchanges for the organization and in fact commitment of the organization changes to effective organizational behavior(Yildirim et al, 2012). Staff commitment leads to organizational citizenship behavior as cooperation and meta-role task in the form of available and hidden parameters in any organization. Organizational commitment positively affects ethical behavior and ethical behavior positively affects loyalty and altruism of dimensions of organizational citizenship behavior. Good and committed organizational citizens enable organization to apply rare resources effectively. Dimensions of organizational citizenship behavior are in fact feature of job commitment (Ahmed et al, 2012).

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 positively. Leaders and managers in the organization have vital and effective role on subordinates and this sense of subordinates is generally perceived organizational support that increase self-motivation, sense of power and control on working process and this factor leads to the sense of independence and self-believe in their organization. Zhang and Chen(2013) in their research concluded that development of leadership behavior is a proper feedback for helping learning, development and leads to strong emotion of capability and self-efficiency in the work of staff. Therefore transformational leadership style that affect organizational support directly, can positively affect occurrence of organizational citizenship behavior and improvement of their performance. Also staff by perceiving organizational support in choosing and their growth will have good intention and this factor leads to making favorable organizational behavior. These researchers believe that when staff change their motivation into action and feel that they are capable and independent, this factor causes to act well in doing their duty and get positive attitude toward organizational behaviors. Therefore generally it can be said that transformational leadership style has positive effect on organizational citizenship behavior (Zhang & Chen, 2013). Banks are counted as one important service organization in any country. In these organizations staff is the first people who are in relationship with customers. Therefore existence of behaviors higher than role has high importance for solving problems for customers and facilitation in affair related to them both for organization and customers but regarding consideration of documents, subject of this behavior among staff of banks seems limited and many staffs confine behaviors according to the role (Eslami et al, 2012) so the main question of research is identified in this form that:

*Is there relationship between transformational leadership and organizational commitment with citizenship behavior of staff of branches of Maskan bank in Guilan province?

2. Research Theoretical Framework

2.1. Organizational Citizenship Behavior

The concept of organizational citizenship behavior is the organization that was firstly presented by << Batman and organ >> at the beginning of 1980s to the world. Primary research that was done about organizational citizenship behavior was more for identification of responsibilities or behaviors that staff had in the organization but was often neglected. These behaviors although were measured deficiently in traditional evaluation of job performance or even sometimes were neglected but were effective at improving organizational efficiency. Changing condition ruling organization, increase of competition and necessity of their efficiency in such condition, has manifested their need to a valuable generation of staff more than before. A generation is mentioned as organizational soldier. These staff are undoubtedly discriminating aspect of efficient organization from inefficient organization because they know organization as their home and for implementing its goal act in addition to their formal role without any expectation, don't neglect any attempt. Nowadays attempts higher than expectation, voluntarily, useful, are mentioned as behavior addition to organizational citizenship behaviors or role (Mahdad et al, 2013). Organizational researchers showed that some staff in health and effectiveness of their organization participates through doing duties higher than their role (Muchinsky, 2012). It means that such staff do much cooperation that is neither necessary nor is expected (Mahdad et al, 2013). Organizational citizenship behavior is behaviors that are neither obligatory not modified by the organization. But organizational citizenship behavior are delegating behavior that is the behavior should be voluntarily not a pre-determined duty and not part of formal duty of a person. Organizational citizenship behavior is the behavior that helps saving social system of an organization and

indirectly working group of the organization and following that the whole organization will benefit. Theatrically, organizational citizenship behavior flows an improving process in duties of the organization by mechanism of cooperation and interaction and accepting of plans and help development of social capital in the organization. Some researchers showed that moderate level of citizenship behavior of staff is positively related to the organizational performance and performance of working group. Staff has different motivation for using organizational citizenship behavior. For example some people are talented to help others. Researchers believe that people implement behavior of organizational citizenship for enhancing them in the organization. Finally based on the theory of social changes researchers found that staff who involve in approach of organizational citizenship behavior oblige themselves to implementing and using this approach. That is in fact they know it part of their duty (Jain, 2012). Organizational citizenship behavior is counted concepts like punctuality, having positive attitude and explaining suggestions for improvement of the organization and has special importance for the organization, because it helps facilitation of organizational goals and increases organizational performance. Also it causes increasing customer satisfaction. Organization cooperation is described by co-thinking in organizational management and describes tendency to active involve in all dimensions of organizational life (Yen and Teng, 2013).

2.2. Organizational Commitment

Committed people adhere to values and goals of the organization and create value actively in the organization and less act leaving organization and finding job opportunities (Fakharian et al, 2014). Keeping committed staff to the organization is part of main priorities in the organization nowadays that in a general definition can define it as the degree of power of involvement of staff with an organization that is the main reason of leaving organization by the staff and as staff are more committed to the organization; satisfaction and performance will be located at more favorable level (Ramezani et al, 2013). Steers, Mowedy & poters (1974) know organizational commitment as accepting values of organization. Lotonz & shaveh (1992) stated that organizational commitment as an attitude has been defined in this way that: strong tendency to remaining in the organization, tendency to many attempt for the organization and strong belief to accepting values and goals. They state that general attitude of organizational commitment is an important factor for perceiving organizational behavior and is a good predictor for tendency to remaining in job. Commitment and adherence are two close attitude that affect important behaviors like placement and backbiting. Commitment and adherence can have positive and various consequences. Staff who are committed and adhered, have more order in their work, remain longer in the organization and work more (Sabzipour et al, 2014). It can be said that organizational commitment is belief to values and goals of the organization, sense of loyalty to the organization, ethical necessity, heart tendency and sense of need to remaining in the organization. Researches have shown that staffs that are interested and loyal to the organization have higher performance and utilization, tendency to their remaining with changes of the organization is more. Therefore organizations can achieve goals of organization by identification of the degree of organizational commitment of their staff and change in effective factors on it. Now the situation is in the form that having energetic and creative staff and committed human capital is considered as the most important human resource (Fakharian et al, 2014). There are different definitions about organizational commitment that the common concept in most of them is whether committed people accept organizational goals and values and tend to remain in their organization and in this direction they tend to present significant attempts. Therefore organizational commitment acts as a mental-psychological connection to the organization that

affect people for being active in ways that is according to the benefits of organization. In other word, organizational commitment is an index of a person's loyalty to the organization and that the person knows organization as its reagent and so-called be proud of existence of such organization. Or commitment is an attitude that reflects loyalty of a staff to the organization and is a constant process that members of organization show their anxiety for the organization, constant success and goodness (Mehdizadeh et al, 2013). Moorhead believes that organizational commitment means sense of identity and dependency of a person to the organization. Commitment is identified in two dimensions of micro and macro: commitment in micro dimension means commitment to constituency-specific commitment that this group includes working groups, supervisors and top managers and commitment in macro dimension means commitment to the organization as a set of system and a system. Commitment and belonging can have positive and various consequences. Staff who are more committed and adhered, have more order in their work; remain longer in the organization and work more. Managers should save this commitment and adherence of staff to the organization and grow it. Staff who are committed to their organization (through goals, values and attitude of organization are known) manifest tendency for more attempt in order to achieve goals of that organization and doing duty in high level (Dehghan et al, 2012). Researchers stated that organizational commitment includes some dimensions that is reflecting factors of identification and organizational resources potentially by the person (Markovit, 2013). Among followers of attitudinal approach, some researchers view organizational commitment with the view of a multi-dimensional concept that different factors affect it. Miyer et al are pioneers of multi-dimensional approach, three-dimensional pattern of them about organizational commitment includes affective dimension, constant dimension and normative dimension (as three dimensions or organizational commitment) (Shafaghat et al, 2013). Affective commitment has the strongest relationship with various behavioral and attitudinal results of users. Users by strong affective commitment continue their membership in the organization and this action is because of their personal tendency for attempt in the organization. Researches done in this field has revealed that supervisors play a main function at affecting affective commitment of subordinates. Devoting affective commitment to the organizations is counted as an important decision-making for users, but there is significant inconsistency in this case that if the organization has a valuable goal for creating and doing emotional and affective investment or not (Loi et al, 2012). Affective commitment is related to psychological dependency of users to the organization through identification of organizational goals and values. (Wang et al, 2014). Allen and Meyer believed that a person will feel affective dependency toward the organization when know organizational goals as his goal and believe that help organization in the way of achieving its goals. Also they explain that determining identity of a person through organization occurs when personal value of people is compatible with organizational values and the person is able to internalize organizational value. Undoubtedly in this determination of identity through an organization there is a psychological relationship and the person due to determining identity through organization feels a sense of pride (Shafaghat et al, 2013). Constant commitment is counted as one triple dimensions of organizational commitment. Constant commitment toward and organization is as membership and adherence to the organization. That factor of attitude toward organization and tendency in the direction of organizational goal is in the direction of growth and promotion of organization and is a situation that a staff in an special organization is going to achieve personal goals and finally improves organizational performance in the direction of saving their membership in that special organization and has high tendency for membership and remaining in that organization. They feel sense of security and dependency

and have strong fixation to the organization. Therefore accept believes, values and organizational goals and try to achieve success on the organization accurately (sjahrudin, 2012). In this dimension of organizational commitment interest to membership and remaining in an organization is always increasing (Markovits, 2013). Also this dimension of commitment points out the way of identification of a person and commitment of a person toward an organization. It is related to the concepts such as motivation, job satisfaction and distinguished aspects or determined value and goals of an organization. Tendency and more attempt for an organization, having tendency and remaining, commitment and cooperation and more integration with the organization is the result of job satisfaction and organizational commitment (McCunn & Ghfford, 2014).

2.3. Transformational Leadership

In contemporary literature organizational leadership and management was firstly used by Danton in 1973 (Mortazavi, 2008). Transformational leaders encourage their followers to neglect their interests and are able to have deep and high penetration in their followers. Transformational leaders pay attention to the problems and needs of followers for development, change awareness of followers about affairs by their leading so that they have new look to old problems and have the ability of agitation, creating motivation and suggestion to followers for additional attempt for achieving goals. Transformational leadership considers people who use wisdom feature and qualitative relationship for enhancing tendencies and ideals and transfer forces and organization systems toward a new pattern or high performance. Recent developments about leadership theory, has changed from charismatic leadership theory that supposed leader an unconventional existence and knows followers dependent to the leader toward Neocharismatic theory and transformational leadership that pay attention to the development and empowerment of followers for independent performance. Transformational leaders by preferring effectiveness on efficiency try to apply human resources effectively for achieving organizational goals (Ston, 2004). In Bas viewpoint (2005) transformational leaders for taking people and groups to higher levels of performance and enhancing level of their ideals use all their power and commitment and specialties and use their personal attraction such as good intention of optimism and innate talent a lot to grow capable staff. Encouraging staff for making new decision and creative solution of organizational problems is one manifest features of transformational leadership. In fact regarding encouragement and mental stimulations that is done by transformational leaders on the followers, their available situation is challenged and for meeting goals and improvement and renovation of organization, new and developed methods replaces traditional methods of solving problem (spreitzer, 2009).

3. Research Conceptual Model

In this research conceptual model of Cohen et al (2012) have been used. In these model variables of transformational leadership, affective commitment, constant commitment as independent variable and variable of organizational citizenship behavior as dependent variable have function in the model.

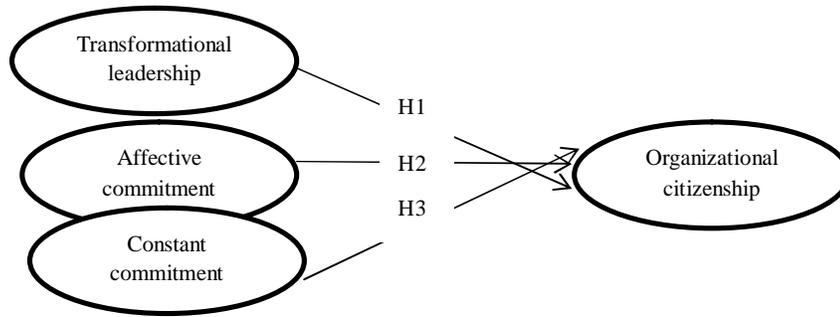


Fig (1): research conceptual model (Cohen et al, 2012)

Based on research conceptual model, hypothesis of research are written as below:

H1: transformational leadership affects organizational citizenship behavior of staff of Maskan bank in Guilan province.

H2: affective commitment affects organizational citizenship behavior of staff of Maskan bank in Guilan province.

H3: constant commitment affects organizational citizenship behavior of staff of Maskan bank in Guilan province.

4. Methodology

Current research regarding goal is applied and based on method of research it is descriptive-surveying and the relationship between variables of research is correlation type. For data collection about theoretical principles and literature of subject, library studies and papers, and for data collection and information analysis questionnaire has been used. For data analysis statistical software of SPSS version 19 was used. Statistical society of research is all staff of Maskan bank In Guilan province that their number is 500 staff. Regarding limited society of research, volume of sample number has been chosen 217 staff of this bank. Sampling method is cluster-random sampling. For collecting data of this research, closed questionnaire with 58 questions were used. 3 general questions for variables of demography (gender, education and work record) and 55 questions for assessing independent and dependent variables were considered. For measuring transformational leadership questionnaire of Bas and Aoliv (2000) were used that have 16 questions. For measuring variable of organizational citizenship behavior the questionnaire of Podsakof and Maknezi(1994) that has 24 questions has been used and finally for assessing organizational commitment and two dimensions of normative commitment and constant commitment questionnaire of Alen and Meyer(1990) that have 15 questions have been used. All items were coded by scale of 5-item likert spectrum. Due to probability of not returning some questionnaire, 240 questionnaires were distributed among which 225 questionnaires were collected. Regarding that the rate of return of questionnaire was 90 percent, so 225 questionnaires were the basis of analysis. In order to be certain about the result of measurement and in simple word claim that data obtained from measurement are certain, measurement should have two features of reliability and credit. In this research by using cronbach alpha reasonable compatibility between questions have been assessed. In table(1) result of cronbach alpha for each variables of the questionnaire have been shown, regarding that for considering credit of content, research questionnaire was given to experts and authorities and in some sessions their considered reforms was acted on structure and content of questionnaire.

Table(1) reliability coefficient of questionnaire variables

Research variable	Cronbach alpha coefficient
Organizational citizenship behavior	0.853
Transformational leadership	0.812
Affective commitment	0.831
Constant commitment	0.820

5. Data Analysis

For assessing demography of sample members, 5 questions were identified. Result of information showed that among 217 respondent most of them were female. Other information related to this section of questionnaire has been mentioned in the following table:

Table (2): features of sample demography

Variable	Levels	Person	Variable	Levels	Person
Gender	male	186	Married	Single	24
	Female	31		Married	193
Age	Under 30 years old	9	Service record	Less than 5 years old	7
	Between 30-35 years old	31		Between 6-10 years old	34
	Between 36-40 years old	56		Between 11-15 years old	68
	Between 41-45 years old	75		Between 16-20 years old	82
	Over 45 years old	46		Over 20 years old	26
	Post-secondary bachelor	15	Number of the whole sample 217 people		

Kolmogorov - Smirnov Test

This test is used for considering identified claim about distribution of a quantitative variable. Regarding that meaningfulness level of all variables of research are bigger than 5%, so data distribution in all variables of research are normal. Other information related to this test has been mentioned in Table (3).

Table (3): result of Kolmogorov-smirnov for research variables

Index	Sample number	Kolmogorov-smirnov test z	significance
Organizational citizenship behavior	217	1.293	0.2
Transformational leadership	217	1.309	0.065
Affective	217	0.901	0.208

commitment			
Constant commitment	217	1.413	0.086

Result of Pearson correlation coefficient for testing research hypothesis

Result of Pearson correlation coefficient test between independent variables of behavioral and attitudinal loyalty of customer of famous brands of sport cloth in Rasht city has been shown in table(4). These results denote this subject that there is positive and meaningful relationship between transformational leadership, affective commitment and constant commitment with organizational behavior of staff of Maskan bank in Guilan province.

Table (4): correlation coefficient between independent variables with dependent variables of organizational citizenship behavior

Independent variable	Items of correlation coefficient	Organizational citizenship behavior
Transformational leadership	Pearson correlation	0.406
	sig	0.000
Affective commitment	Pearson correlation	0.327
	sig	0.000
Constant commitment	Pearson correlation	0.46
	sig	0.000

Result of multiple regression between independent variables with dependent variable of organizational citizenship behavior

Regarding the result of multiple regression analysis through step by step method that has been mentioned in table (5), amount of determination coefficient shows that 54% of dispersion (variance) of dependent variable of organizational citizenship behavior is explained by a linear compound of independent variables. B coefficient(regression coefficient) denotes that transformational leadership to the degree of 0.374 and constant commitment to the degree of 0.253 unit are counted predictors of organizational citizenship behaviors of staff of Maskan bak in Guilan province. Also β coefficient regarding meaningfulness level shows that dependent variable of affective commitment doesn't have the ability of predicting dependent variable of organizational citizenship behavior of staff of Maskan bank in Guilan province.

Table(5):result of multiple regression analysis through step by step method between independent variables with variable of organizational citizenship behavior

Independent variable	Dependent variable	Determination coefficient	β	Fixed	Sig
Transformational leadership	Organizational citizenship behavior	0.54	0.374	1.675	0.000
Affective commitment			-0.013		0.873
Constant commitment			0.253		0.000

Multiple regression equation by the existence of two variables of transformational leadership and constant commitment are as below:

$$Y = 1.675 + 0.374X_1 + 0.253X_3$$

6. Conclusion

Result of this research shows that transformational leadership affects organizational citizenship behaviors of staff. Also it has been shown that constant commitment and affective commitment has direct effect on organizational citizenship behavior. As Padsak of et al (2000) discussed, transformational leaders encourage staff to performance more than it is expected. This research confirmed their viewpoint. Result of research denotes that transformational leadership encourages staff to do behaviors that are useful both for organization and staff. Behaviors that organization benefits directly (civic virtue and consciousness) and behaviors that other staff benefit them (altruism, fairness, politeness and kindness). Scientifically we can use the result of this research on education of skill of transformational leadership to managers for improvement of their performance in behavior with staff and facing their attitudes in the direction of enhancing performance. Theoretically at least now we can understand that how attitude and working behaviors of staff are affected by leadership behaviors. On the other hand result of this research showed that dimensions of organizational commitment that is affective commitment and constant commitment affect organizational citizenship behavior of staff. Researches denote that organizational commitment of staff has many benefits for the organization. Benefits that can be achieved in the shadow of organizational commitment of staff are pointed as meta functional behaviors. As it was mentioned in definition of organizational commitment, when a person has organizational commitment, he accepted organizational goals and for achieving those goals he shows attempt and high dedication, this type of attempt for achieving organizational goals can be classified in the area of organizational citizenship behaviors. (Gilaninia S ,ET AL,2012)The degree of commitment of staff to organization can be effective at occurrence or type of organizational citizenship behavior. Organizational commitment is an attitude that denotes this point that how much members of the organization determine their identity with the organization in which they work and how much involve in it. A person who has high organizational commitment remains in the organization, accepts its goal and for achieving those goals shows much attempt or even dedication so it is expected that increasing organizational commitment causes increase of occurrence of organizational citizenship behavior. Experimental findings confirm this subject. Behaviors that are result of organizational commitment are mostly done voluntarily and without attention to the system of reward and promotion; so it should be claimed that behaviors resulted from organizational commitment has lots of similarities with organizational citizenship behaviors. Researchers' believe that as the degree of organizational commitment of staff is higher we can expect more citizenship behaviors. Obtained result of this research is coordinated with the result of research of Cohen et al (2012). Regarding the obtained result of considering hypothesis the following suggestions are presented:

- 1- Regarding direct relationship between constant commitment and citizenship behavior, regarding items of questionnaire, for its distribution it is suggested that by changing contractual and corporate forces into treaty forces and change of behavior of staff of the organization and sense of job security of staff of Maskan bank in Guilan province and supplying welfare facilities and proper rewards to staff enhance constant commitment and citizenship behavior of staff. Also it is suggested by increasing job security in the organization and supplying welfare facilities (HA Shirsavar, S Gilaninia,ET

AL,2012) and proper rewards to staff enhance constant commitment and citizenship behavior of staff.

- 2- Among variables of research, transformational leadership has the highest effect in relationship with citizenship behavior whereas average score of variable of transformational leadership toward other variables was low. Regarding items of questionnaire it is suggested that making culture among staff about cooperative behaviors and getting pattern from charismatic leaders of the organization and holding sessions and congress in Maskan banks in Guilan province for identifying leaders who have high penetration power in staff of the organization and special attention to them, pattern of citizenship behavior like cooperation, altruism, sacrifice and punctuality should be developed in the organization and also by identification of people who have charismatic features and encouraging them and necessary encouragement like providing places for sessions and speech of transformational leaders and exchanging opinions of staff in the direction of developing goals of organization improve transformational leadership.
- 3- Regarding direct relationship between affective commitment and citizenship behavior, it is suggested an atmosphere full of calmness and creating sense of reliance and satisfaction in staff and also enhancing spirit of cooperation among staff, increase their commitment affectively and emotionally.

7. Research Limitations

- 1- Statistical society of research was staff of Maskan bank in Guilan province. So it cannot be generalized to the whole organization.
- 2- In this research only questionnaire method was used.
- 3- In this research for organizational commitment questionnaire of Alen and Meyer (1990) was used. Questionnaire of Alen and Meyer (1990) have defined organizational commitment into three dimensions of commitment and normative commitment and constant commitment.
- 4- In this research modifying or intermediating variables weren't considered.

8. Future Suggestions

- 1-It is suggested in future research do this research in other organizations to increase the power of generalizing research.
- 2- It is suggested in future research use other tools of data collection like interview and quantitative data of banks.
- 3-it is suggested in future research other questionnaires like organizational commitment of porter consider this subject and compare their result with each other's.
- 4-Regarding research of Cohen (2012) it is suggested in future research consider the intermediating role of solidarity of the group in relationship with organizational commitment and citizenship behavior.

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