

The Effect of Applying Spiritual Leadership on the Behavior of Organizational Citizenship

Adel A Keshk^a, ^a Department of Business Administration, Faculty of Commerce, Port Said University, Egypt,

Here the research aims to identify the extent of the relationship or impact between the three dimensions of spiritual leadership from (vision, hope, altruism) and the extent of its impact on the behaviour of organizational citizenship and the extent of commitment to organizational behaviour at Ain Shams Specialist Hospital (Cairo) based on the premise that (there is an association relationship) Here and the effect between those dimensions of spiritual leadership and the extent of commitment in the organizational behaviour of the institution (and the questionnaire has been distributed to (154) between a nurse and a worker with the aim of forming and identifying hospital employees and after analysing these data, through the answers to the sample by research and testing these hypotheses With the help of With a number of means and these statistical tools represented here by the arithmetic mean, the standard deviation, the correlation coefficient, and the regression, then starting to verify the validity of that hypothesis from which that research originated, and a set of recommendations has been developed that focus here on the core and focus on the need to pay attention to those values Ethics is embedded here as the main pillar of the organization's survival and success.

Key words: Spiritual Leadership, Organizational Citizenship

Introduction

The broad knowledge and technological revolution here has brought about some changes at both the local and regional levels and contributed here to identifying those features and features that characterize that medical field. This revolution has also led those medical institutions to adopt many modern scientific methods and techniques to confront these various challenges in the field Everyday life The entries in the medical administration have shown here that most of these institutions are an open and permanent system Interacting with

its surrounding environment, this is not only and is also part of the environment and does not work in isolation from it, as it is difficult to separate them, with the increasing real challenges facing these medical institutions during the performance of their operations and the fulfillment of their various obligations while providing these radical and accelerating changes in the environmental aspects . (Burnes, 2010)

The great progress in the fields of research and scientific studies related to thinking has also resulted in an increase in the interest of researchers and scientists in the behaviour of citizenship, as it also includes many of those competencies or that can be learned as many researchers and scientists who took upon themselves the task of formulating those concepts for the ability to lead spiritually with work Collective action and its effect on controlling that organizational behaviour of these workers. (Alter, 2010).

Research Problem

Civil society organizations, including Ain Shams Specialized Hospital, are formed here as a basis for building societies by communicating both sound to community members and claiming their rights as well as helping them to achieve the purpose for which it was found. Therefore, it has become necessary for leaders in those organizations to apply both modern leadership and administrative methods where it is expected to Contribute to achieving commitment to organizational behaviour in organizations and access to answering these following questions:

1. Does Ain Shams Specialized Hospital need here to apply these dimensions spiritual leadership to achieve commitment to organizational behaviour in the institution?
2. Is the spiritual leadership method here working to achieve that commitment to organizational behaviour in Ain Shams Specialized Hospital?

Research Importance

The importance of research here comes from the importance of civil society organizations, including Ain Shams Specialized Hospital which is an important factor of one of the renaissance of society and which states depend on here for progress and prosperity. The current research acquires its importance through the following:

1. Address a modern topic of spiritual leadership.
- .2 The importance of research here also follows from the importance of adopting this principle of spiritual leadership in Ain Shams Specialized, which helps in relying on these methods with a view to new work that differs from traditional work and thus helps Ain Shams Specialized to solve its problems and accept change as a method.

3. Draw attention to the managers, managers and decision makers in Ain Shams Specialized of the importance of accreditation using the principle of spiritual leadership to achieve adherence to the organizational behaviour of patients and staff.
4. This research contributes to enriching the subject of the study in addition to those preceded by previous studies, which is a starting point for more studies in the future.
5. The possibility of utilizing the organizations and hospitals to limit the research here through what the studies conclude from the results that can be drawn from.

Research Aims

The main objective of the research is due here is the analysis and measurement of the extent of the impact of the spiritual leadership on achieving the rate of commitment to organizational citizenship behaviour, and this can be achieved through the following goals:

1. Providing the framework for concepts related to the concept of spiritual leadership and commitment to organizational citizenship behavior.
2. Identify that actual reality of the use of spiritual leadership in investigating the rate of that commitment in organizational behavior.
3. Test the hypotheses of the study, by calculating the rate of influence in the impact relationship and correlation across variables with the research community and the possibility of applying it to the research and sample community.
4. Identify the level of commitment to corporate citizenship behaviour in the research field.
5. Providing each of the recommendations based on the results that assist in making decisions based on accreditation using the method of spiritual leadership, as it is the approach that contributes to success the work of Al Ain Specialist Hospital through achieving commitment to organizational behaviour of workers.

Research Assumes

Based on the research problem and its goals, the following two main hypotheses were formulated:

1- The first hypothesis

"There is no relationship between both the significant significance of the dimensions of spiritual leadership and the achievement of the rate of adherence to organizational behaviour."

The following sub-hypotheses are subdivided:

- a. There was no significant correlation between the vision dimension and achieving compliance with organizational citizenship behaviour.
- b. There is no significant correlation between hope, altruism, and the extent to which adherence to organizational citizenship behaviour is achieved.

The Second Hypothesis

"There is an emotional impact relationship between the dimensions of spiritual leadership and achieving a commitment rate in organizational citizenship behaviour."

The following sub-hypotheses are subdivided here:

- a. There was no significant correlation between the dimension of both vision and achieving commitment to organizational citizenship behaviour.
- b. There was no significant correlation between dimension of hope, altruism, and the rate of achieving commitment to organizational citizenship behaviour.

Research Methodology

The researcher relied here on the field side of the research by relying on (the exploratory approach to collect the necessary data for the research through the research sample, as well as using the descriptive approach in presenting that data, and the analytical approach (in analytical) in analyzing the final results of the research through what was raised and presented by Questions with the aim of analyzing and measuring the causal relationships between the variables in the research sample.

Search Limits

1- Human frontiers:

The human borders were represented by workers at Ain Shams Specialist Hospital _ Cairo.

An overview of the hospital,

as Ain Shams Specialized Hospital is a large medical edifice, located on an area of 25 thousand acres, where work is being developed to keep pace with the development in hospitals, and to provide distinguished treatment service to citizens.

The cardiac catheterization unit, "the most modern catheter unit in Egypt," has been inaugurated. The radiology unit that contains the most modern devices in the world is scheduled to open, as the hospital receives 3 thousand patients per month, while the outpatient clinics receive 3 thousand patients daily.

The hospital performs nearly 200 daily operations, and 11 operation rooms in the capsule system have been developed in partnership with the National Bank of Egypt, as the cost of the hospital development work has increased to 200 million pounds.

Time Limits

The time limits for the research study extended from 12/1/2019 to 25/01/2020

Previous studies

1- **A study** (Tschannen-Moran, 2003) This study aims to determine the concept of organizational citizenship behaviour and spiritual leadership and its relationship to the rate of confidence in middle schools in Britain, and the research sample here consisted of (1033) teachers chosen randomly from (2533.) A middle school in Britain, and it has resulted in the emergence of a set of factors that contribute to enhancing the practice of organizational citizenship behaviour from the teachers 'point of view, including: teachers' access to workplaces and attendance at time and low rates of teacher's absence from school, and that age and location The tide is a powerful influence Positively in organizational citizenship behaviour.

2- **A study**(Al-Sharifi ,2011) conducted a study aimed at identifying the behaviour of organizational citizenship with a group of government university professors in Jordan, and whether there were statistically significant differences (30) teachers and assistant teachers (150) randomly, and a questionnaire was used. To measure the behaviour of organizational citizenship after making sure of its sincerity and consistency, the results of the research study indicated that most of them practice organizational citizenship behaviour with a moderate degree, and that there were statistically significant differences in the degree of organizational citizenship behaviour attributable to gender and job variables.

(3) A study (Rahmani, Noor, 2014):

This study deals with the role of cultural differences in organizational commitment in terms of procedural justice and servant leadership and its impact on the work environment, and this data was collected from a sample of 195 employees of a state-owned hotel in Jakarta in Indonesia and it was analyzed using the structural equation model, and Which resulted in the results of this study on the impact of procedural justice and servant leadership on organizational commitment, and as these results of this study revealed the existence of similarity between both East and West in terms of the relationship of correlation between procedural justice, servant leadership and organizational commitment.

(4) A study (Chin-Yi Chen & Chun - Li, 2013):

This study reached here to evaluate the efficiency of spiritual leadership, and the size of the cultural influence, such as the role of mediator between the followers, the competence of spiritual leadership and the administrative hierarchy as the role of mediator between the followers and the efficiency of spiritual leadership. The second sample included 122 members of the military police in the army, and the results of the study concluded that culture mediates the influences between followers and the competence of spiritual leadership.

(5) A study (Morteza, et al., 2013):

This study found here to find out the effect of spiritual values on employees and on organizational commitment, and the study confirms that organizational commitment, productivity and efficiency are among the most important issues of organizational management in social and economic life in all countries, and that spiritual values at work are the effective value factors that can be To rise to organizational commitment, and spiritual values at work help individuals and organizations look at work in a spiritual way, and give an opportunity to grow and contribute to society in a meaningful way. The results of this study concluded that the spiritual values positively affect the profit behaviour and the workers in the organization, and these results also revealed that these employees have the most effective spiritual experience for their organizations, and the most loyal and belonging to others. This study recommended managers of organizations to improve the spiritual climate within their organizations in order to enhance organizational commitment, increase productivity and raise the level of performance.

The Second Topic: Theoretical Side

Spiritual Leadership the Concept of Leadership

Spiritual leadership here is a decisive factor in the rate of adherence to the organizational behaviour of employees at Al Ain Specialized Hospital where it has a major role in determining that primary purpose for which the organization was found and its impact towards the actions moving to it on resources and experiences. It has been defined here as how much social interaction that if affected by an individual A certain influence is transferred to these other individuals with the intention of structuring activities and relationships in a group or organization. (Gulab, 2016: 458)

The Concept of Spiritual Leadership

Spiritual leadership is defined linguistically here as a feminine name attributed to the soul, and its industrial source is from (spirit and spirituality): it is a philosophical doctrine that corresponds to that materialism and is based on proving that spirit and named it on matter

and explains it also in light of that universe, knowledge and behaviour (Intermediate Dictionary, 2004)

Keep Out Spiritual Leadership

There are many and many researchers and writers who have worked to provide many research and a large number of studies with the aim of identifying the dimensions of spiritual leadership, some of whom have identified it (vision, hope _ faith, altruism, meaning, productive membership)

Including those whom he identified in five dimensions (vision, hope, altruism, meaning, membership) (Ceylon, 2009)

Organizational Citizenship Behaviour

It is the phrase “the recruitment behaviour that the individual voluntarily, voluntarily and willingly performs and as a result of what he deems appropriate without exceeding the limits of the duties and tasks assigned to him, which are not rewarded through the official incentive.

Vision and Hope

Vision

A vision is a broad category of long-term intentions that the organization wishes to reach here, the difference is that it is broad and encompasses all the activities of the organization and its future. Vision also refers to the image of the future as the vision here serves three important functions:

- A- Determine the general direction of the changes.
- B- Simplification of many of these more detailed decisions.
- C- Assisting in the effective and swift coordination of these procedures.

Hope

Hope is a desire with the constant expectation of self-realization, while faith here adds to the certainty of that hope, because this certainty is born from the absence of physical evidence to achieve the intended thing. Hope is the desire that the expectations of this factor will be fulfilled in the workplace.

Love of Altruism

And here the love of altruism is considered to be a group of different values, attitudes and ways of thinking that are ethically right shared by each of the team members and taught to new members and that love is released from everyone without exception, as making love of altruism makes these individuals prefer to suffer themselves instead of Others suffer and leave selfishness.

The Concept of Organizational Citizenship Behaviour

The institutions that depend on individuals to carry out these official missions are described here Weak and incapable of continuing on that long term, as it is often that need for these individuals to carry out their duties and tasks that exceed the official role required of them to perform, and despite the importance of that subconscious behaviour, the interests of these researchers and scholars have increased in the concept of citizenship behaviour. (Mohammad, & Haqq, 2014)

Which is one of the relatively recent administrative thought and is related to the behaviour of organizational citizenship, many important and key administrative concepts in the administrative institution such as leadership, awareness, trends, performance effectiveness and efficiency with management science, for the close relationship that links this concept to the most important elements in the organization and they are the workers who must all Institutions have to leave them part of that indefinite behaviour so that they have that sufficient capacity to deal with circumstances and situations other than. (Dipaola, 2011)

The importance of organizational citizenship behaviour:

The importance of the study here is due to organizational citizenship behaviour as it contributes to and helps in improving performance

Total of the institution, by way of management of the reciprocal relations that take place between these employees in

The various departments and departments of the institution; Which contributes and helps in increasing the overall achievement and outputs of the institution. . (Lee & Salleh, 2009)

Where behaviour by organizational citizenship reduces the need for institutions to allocate Those scarce resources in order to maintain the unity of cohesion in the institution, and take advantage of those resources in order to increase the overall productivity of the institutions, and contribute to improving these capabilities for both managers and colleagues to work in the performance of their duties and work, and that happens by allocating that sufficient time to carry out these effective planning processes, Solve these problems, and work on scheduling works and other actions that increase performance effectiveness and efficiency.

(Bowler, 2006)

Organizational citizenship behaviour characteristics (James, 2013):

There are many characteristics of organizational citizenship behaviour, including:

- Trust: It is the work that generates and deepens that confidence between these workers and the institutions that they work with in both say and action, which leads here to deepen cooperation between management and workers.
- Participation in decision-making and decision-making: The participation of workers in the decision-making process and making it makes it easy to implement those decisions in a precise and efficient manner. This requires generalizing a culture of reinforcement of organizational citizenship behaviour in order to participate in setting those goals and define different policies.
- Transparency in management with employees: There must be a kind of openness and transparency that exists between both employees and management in a manner that includes both good conduct of work and that behaviour develops for organizational citizenship, except in exceptional cases (information security and confidentiality, workers have the right to see and obtain information Related to their work and the general policies of the institution.
- Support and encouragement: It is to develop the administration here for its employees in the organization to understand those concepts, the behaviour of organizational citizenship and the spirit of courage in presenting their opinions and beliefs and exchanging them with their colleagues in the work, regardless of the job titles between them.

Listening to emerging contacts: that the information provided by these workers to managers is continuously seen as vital and important information in order to continue and develop the work of the organization, especially with regard to those problems they face in the course of work.

Components of Organizational Citizenship Behaviour

The behavioural scientists of organizational citizenship behaviour here divided into five basic components: altruism and generosity, general commitment, sportsmanship, and cultural behaviour) and these components are the ones that are relied upon in the five-year model of the dimensions of behaviour for organizational citizenship; This is a result of its comprehensiveness and representation (Podsakoff2010), for all aspects of organizational citizenship behaviour:

Altruism and Generosity

They represent the choice behaviour that the individual makes voluntarily with the aim of assisting the superiors, co-workers and subordinates in the performance of their work, as this assistance here goes beyond these colleagues to also include auditors to obtain that optimal service in the institution.

General Commitment

It is an optional behaviour related to the psychological aspect of individuals to accept that organizational structure, job description of work, and the policies of the institution, and that includes performing more activities than required from the individual and obeying the institution and organization's rules and regulations and even if no one of the managers sees it, and this is reflected in the extent of keenness of that The employee is to come to the workplace with the specified dates, and expedite the completion of the tasks assigned to him.

Sport Spirit

It expresses here the extent of the employee's ability to perform additional or temporary tasks without complaining or complaining about him, by employing his time and effort to do his work, and sportsmanship here is an optional behaviour that reflects the individual's willingness to work in inappropriate working conditions without complaint.

Civilized Behaviour

It is an optional behaviour that indicates here the responsibility of the employees to participate or contribute effectively to the development of the institution, and the responsibility in managing their business and ensuring their success through that continuous follow-up of what is written and published as advertisements and internal posters in the institution.

Factors affecting organizational citizenship behaviour:

Proceeding from the importance of organizational citizenship behaviour in the growth and continuation of these institutions, it has been lost Numerous studies have been conducted with the aim of finding that explanation for this behaviour, which is described as behaviour Voluntary, associated with direct or indirect relationship with the group of those basic determinants that influence that behaviour, which are:

Job Satisfaction

Here job satisfaction is defined as the positive emotional state that results from the evaluation of individuals

Whether in terms of the benefits that they receive, or the style of leadership, or these co-workers, or the general climate in which they work, and satisfaction, expresses here the strength necessary for workers to carry out their work with the highest levels of achievement and complete performance.

Job Commitment

Here, job commitment is a phenomenon that has arisen as a result of exchange relations between employees and the organization and continues this relationship. It also means correlation and harmony as a strong positive relationship between job commitment and organizational citizenship behaviour and when commitment is lacking, this means that there is a clear imbalance. (Eliasat, 2015)

Organizational Justice

The concept of organizational justice consists of three main dimensions: distributive justice, and justice.

Procedural, fairness of dealings, and these dimensions also remain interrelated and interrelated, and ultimately lead to a sense of workers with organizational justice in their organization, and the types of behaviours that are affected by the values of organizational justice in the organization are organizational citizenship behaviour, which is a voluntary behaviour that the employee optionally chooses without anyone being forced to This behaviour is directly related to the incentives and rewards of the institution, and the employee here may exchange his sense of justice by the institution dealing with him by showing the behaviour of organizational citizenship. (Al-Mahdi, 2006)

Administrative Leadership

The administrative leadership from here is one of the most important variables that affect organizational citizenship behaviour, so leadership here is the art of influencing others to motivate them to work with enthusiasm and voluntary aim to achieve.

A strong relationship between administrative leadership and organizational citizenship behaviours, given here is the leader.

He always motivates his employees to do more than expected.

Organizational Culture

The organizational culture here is one of the important and fundamental variables that govern the behaviour of organizational citizenship, the nature of workers' work, and the organization's performance, and this comes through its encouragement or rejection of this type of behaviour, and it also has an impact on the attitudes of leaders in the organization. . (Armstrong, 2006)

The Third Topic: The Research Sample

Study Population and Sample

The original community is represented by all workers in Al Ain Hospital, and the researcher has chosen a random sample of (154) in a random manner, from whom he has had the opportunity to meet them and the following table shows the distribution of the sample according to the taxonomic variables:

Table 1: shows the distribution of study sample individuals according to taxonomic variables

Total	graduate	Bachelor's degree	academic qualification
154	95	60	Issue
%100	50,23	49,65	Percentage
Total	Female	Male	Gender
154	24	130	Issue
%100	15,32	84,42	Percentage
total	more than 10	less than 5 (5-10)	Years of service
154	50	104	Issue
%100	8,76	92,09	Percentage

Study tool:

A questionnaire consisting of (25) items has been prepared in its initial form distributed on four dimensions: (vision - altruism - support and encouragement - adaptation and sustainability of creativity)

Validity and Reliability of the Tool

1- The honesty of the arbitrators: The questionnaire was presented in its initial form to the group of workers inside the hospital, where they expressed their opinions and remarked on the paragraphs of the questionnaire, and the extent of belonging to each dimension of the four dimensions of the questionnaire, as well as the clarity of its linguistic formulation. And amend others to make the number of paragraphs of the questionnaire in its final form, which were submitted to the study sample (25) items.

2- Validity of the internal consistency: The consistency of the internal consistency was confirmed by applying the questionnaire to an exploratory sample consisting of (25) nurses and workers without looking at their characteristics of stringed, and calculating Pearson correlation coefficients between the degrees of each dimension and the total degree of the questionnaire, as shown in the table (2)

Table 2: Shows the correlation coefficients for each dimension and the overall score

Fourth	third	Second	First	Total	Dimension	Number
			0	0.943	First	1
		0	0.874	0.966	Second	2
	0	0.885	.864	0.954	third	3
0	0.909	0.890	0.808	0.935	Fourth	4

Resolution of Stability

The stability of the questionnaire was confirmed by:

Midway segmentation method: the first half degree for each of the domains was calculated, as well as the second half degree for the grades, and the correlation coefficient is shown for the two halves, then the length was adjusted using the Spearman's equation Brown equation, and the following table shows that:

Alpha coefficient	Number of phrases	Dimension name	M
0,982	10	Vision	1
0,923	5	Altruism	2
0,915	4	Encouragement and support	3
0,956	6	Adaptation and sustainability of creativity	4
0,985	25	The questionnaire as a whole	

It is clear from the previous table that the coefficient of total stability (0.957), and this indicates that the questionnaire has a high degree of stability, is reassuring to the researcher that it will be applied to the study sample.

Calculation of the alpha-Crow nacho parameter: where the coefficient of stability was calculated for all phrases, indicating that the coefficients of persistence are higher than (0.985) and this indicates that the questionnaire has a high degree of stability. Table (3) shows the coefficient of Alpha Crowe-Enbach.

Statistical Treatments

Here, the researcher used the statistical package for social sciences (Spas) to carry out the necessary analyzes and statistics for the questionnaire data, adopting the five-year scale of the card, which is approval to a degree (very large, large, medium, small, and very small), where the arithmetic mean, standard deviation, relative weight, and ranking for each A paragraph of the questionnaire, as well as using the T-test to study the differences between the study variables.

The Results of the Study and its Discussion

Results related to the first question, which states: "What is the reality of the impact of spiritual leadership on the behaviour of organizational citizenship?"

Through the previous table, we find that the total score for estimating the sample members has occupied the first field (vision) on the first position by (77.98%) followed by the third field (encouragement and support) on the second position with a relative weight (77.23%) followed by the second field (altruism) on the centre The third with relative weight (69.34%), and finally the fourth field (adaptation and sustainability of creativity) ranked last with relative weight (65.36%)

First: Conclusions

Based on the results presented in the tables, the following conclusions were reached:

1. The sample members had sufficient awareness of the importance of applying dimensions with spiritual leadership, and this was indicated by the general rate of responses to axes that were high.
2. The members of the sample also had sufficient awareness of the importance of adhering to organizational behaviour, as indicated by the general rate of responses to those axes that were high.
3. The emergence of the correlation between dimensions, spiritual leadership, and organizational citizenship behaviour
4. There is a relationship with a significant effect of the dimensions of spiritual leadership on organizational citizenship behaviour.
5. The results showed that interest in spiritual leadership is important and leads to raising the level of organizational citizenship behaviour.

Second:



Recommendations

Based on the above conclusions, we recommend the following:

1. It is necessary for Al Ain Hospital - the application of dimensions, spiritual leadership, because it is of great importance to achieve organizational behaviour.
2. Al Ain Hospital - should take care of the spiritual leadership dimensions in order to achieve its goals.
3. Leaders and managers of senior doctors at Al Ain Hospital should take care of the staff and nurses, listen to their views and opinions, and make them partners in the Foundation's work.
4. The organization must provide good economic conditions for workers to earn their commitment to organizational behaviour
5. The organization should formulate a clear-cut vision to guide workers 'work

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