

THE EFFECT OF STRATEGIC INTELLIGENCE ON THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF THE EMPLOYEES OF OFFICE OF ECONOMIC AND FINANCIAL AFFAIRS OF HORMOZGAN PROVINCE

Dr. Mohammad Mahmoudi Maymand¹, Dr. Ali Shayan²
and Masoumeh Kashani³

Abstract: *Due to the changing environment of business, knowledge and awareness plays a key role in strategy development. As the speed of change increases, it becomes much more difficult for senior managers and decision-makers to scrutinize, interpret and respond the environmental changes. Strategic intelligence is an important tool in communication and in supporting the group activities of strategic management at different stages of strategy development, such that it can influence citizenship behavior, which is a type of valuable and useful voluntary behavior, if it is executed and applied in organizations. Therefore, this research has been conducted with the aim of investigating the effect of strategic intelligence on the organizational citizenship behavior of the employees of Office of Economic and Financial Affairs of Hormozgan Province. The statistical population of the present research includes 92 managers and employees of Office of Economic and Financial Affairs of Hormozgan Province, among whom the standard questionnaire of Organ and Konovsky (1996) Organizational citizenship behavior with reliability of 0.79 and the researcher-made questionnaire of strategic intelligence with reliability of 0.83 were distributed. Analysis of Variance (Anova) was used in this research for data analysis. The results revealed that strategic intelligence affects employees' organizational citizenship behavior and its dimensions (conscientiousness, altruism, civic virtue and sportsmanship) in Office of Economic and Financial Affairs of Hormozgan Province, meaning that the main hypothesis as well as the sub-hypotheses of the research are confirmed.*

Keywords: *Strategic Intelligence, Citizenship Behavior, Conscientiousness, Altruism, Sportsmanship, Civic Virtue.*

^{1.} Associated Professor of Department of Business Administration & MBA, Payame Noor University, PO Box 19395-3697 Tehran, Iran Email: drmahmoudim@pnu.ac.ir

^{2.} Department of Information Technology Management, Tarbiat Modares University, PO Box 14155-111, Tehran, Iran

^{3.} MA in MBA, Payame Noor University, Qeshm, Iran

INTRODUCTION

Awareness plays a key role in strategy development, especially in the modern world due to the rapidly changing environment of business. As the speed of change increases, it becomes much more difficult for senior managers and decision-makers to scrutinize, interpret and respond the environmental changes (Maccoby, 2007). Strategic intelligence is considered an important tool in communication and in supporting the group activities of strategic management at different stages of strategy development. Among the customers of strategic intelligence are those who participate in making strategic decisions and executing the strategic programs. Strategic intelligence is a conscious process of collecting, analyzing and transferring business strategy-based information that can be used in strategic decision-making (Welz, 2011). Strategic intelligence is a combination of different types of intelligence such as commercial intelligence and competitive intelligence as well as the issues of knowledge management for creation of the added value of information and knowledge for organizational strategic decision-making. Strategic intelligence has the same meaning in business as in army, but its main role is emphasizing the improved position of the organization in order to control the future challenges and take advantage of opportunities which increase the organization's success (Tarokh & Hatami Lankarani, (2010). Strategic intelligence should be mainly based on need. Here, need refers to content needs as well as communication needs (punctuality,...). Basically, the higher the level of strategic analysis, the more interactive the knowledge transfer will be and the less information will be needed. Some of the content and special needs related to strategic intelligence are: point analysis of effect and result, business incentive analysis, scenarios with the possible long-term outcomes of progress in the competition field, deep analyses of main competitors and customers, top-down observation of the business, proper analysis of the subject, and analysis of the main strategic issues (Rolington, 2013). By awareness of the use and reform of strategies in the changing competitive environment, strategic intelligence supports the activities of the strategy management during strategy implementation. In real strategy evaluation and control, the role of strategic intelligence is to determine when the strategy will no longer be sustainable (Maccoby, 2001:58-60). It will become increasingly important in future to create the capability of strategic intelligence along with the effective planning of scenario, especially when reconstructing the traditional processes of strategy in order to meet the continuously changing needs of business environments (Herman, 1996). Employing strategic intelligence in organizations will have useful effects and results and strategic intelligence can also influence organizational behavior and human resources. This research has dealt with the influence of strategic intelligence on organizational citizenship behavior.

In a bureaucratic system, managers do their best to achieve greater efficiency through maintenance of the pyramidal hierarchy of the organization. This is why there are superficial and unreliable relations among individuals; although good and trustable relations exist among people in a human and democratic value system. This is why democratic value systems increasingly pay more and more attention to citizens and citizenship behavior is a valuable and useful behavior manifested by individuals voluntarily. The concept of organizational behavior was first introduced to the world of science by Batman & Organ in the early 1980s. Although these behaviors are measured in an incomplete way or are neglected occasionally in the traditional evaluations of job performance, they are effective in improving organizational efficiency (Binstock et al., 2003). Organizational citizenship behaviors that happen in a workplace are voluntary behaviors which are not part of one's formal duties, but which improve the duties and roles of the organization effectively (Apple Bam et al., 2004). For example, a worker may have no need for overwork and long stay in the workplace, but he stays in the organization longer than his formal working hours and helps others in order to improve the current affairs and facilitate the workflow of the organization (Bayern & Cropanzano, 2000). As an organizational citizen, one is expected to work in the service of the organization's goals more than the requirements of his role and beyond his formal duties. In other words, the structure of organizational citizenship behavior seeks to detect, handle and evaluate the beyond-role behaviors of those employees who work hard in the organization and thus contribute to organizational efficiency (Binstock et al., 2003). Organ believes that citizenship behavior has the following five dimensions: 1. Conscientiousness, 2. Altruism, 3. Civic virtue, 4. Sportsmanship, 5. Courtesy (Apple Bam, 2004:19).

These five dimensions of citizenship behavior may not be manifested simultaneously. For example, individuals who we think have *vazifeshenasi* are not necessarily altruist and self-giving, or some of these dimensions such as altruism or conscientiousness may be used as a tactic to put the organization managers under pressure; that is, employees may try to influence the organization managers' decision-making trend by so doing for the sake of promotion or rewards. In this case, employees of an organization change their roles from being "good soldiers" into being "good artists" for the organization (Castro, Amario and Royz, 2004). Today, organizations cannot expect employees to have a wide range of the behaviors needed for realization of the organization's goals only through formal and defined job descriptions. A good organizational citizen should not only be aware of the current issues of the organization, but he should also comment on them and have active engagement in solving them. Organizational citizenship behavior is so important in Organization of Economic and Financial affairs, because employees should have an optimal organizational citizenship behavior in

order to make people pleased and increase organizational efficiency. Considering these issues, it seems important to investigate the effect of strategic intelligence on employee organizational citizenship behavior and this research seeks to investigate this important subject in Office of Economic and Financial Affairs of Hormozgan Province.

THE RESEARCH HYPOTHESES

The Main Hypothesis

- Strategic intelligence affects the organizational citizenship behavior of the employees of Office of Economic and Financial Affairs of Hormozgan Province.

Sub-hypotheses

- Strategic intelligence affects the conscientiousness of the employees of Office of Economic and Financial Affairs of Hormozgan Province.
- Strategic intelligence affects the altruism of the employees of Office of Economic and Financial Affairs of Hormozgan Province.
- Strategic intelligence affects the civic virtue of the employees of Office of Economic and Financial Affairs of Hormozgan Province.
- Strategic intelligence affects the sportsmanship of the employees of Office of Economic and Financial Affairs of Hormozgan Province.
- Strategic intelligence affects the courtesy of the employees of Office of Economic and Financial Affairs of Hormozgan Province.

RESEARCH METHODOLOGY

The present research is an applied research in terms of purpose and a descriptive survey in terms of nature and method. Librarian sources, articles, books as well as the Internet have been used for collection of data about the theoretical fundamentals and literature of the research subject. The data collection tool in this research was a questionnaire. A researcher-made questionnaire was used for assessment of strategic intelligence (considering the knowledge management dimensions, competitive intelligence, commercial intelligence, the quality of access to information, the use of information in the process of doing work and the culture of decision-making); and the standard questionnaire of Organ and Konovsky's (1996) Organizational Citizenship Behavior was used for assessment of organizational behavior, which included the dimensions of altruism, conscientiousness, sportsmanship, civic virtue, courtesy. The questionnaire's

reliability was assessed using the retesting method. In addition, Cronbach's Alpha Test was used to measure the questionnaire's internal consistency, the results of which have been summarized in Table 1. Analysis of Variance (Anova) has also been used for testing the hypotheses.

Table 1
The questionnaire reliability

<i>Component</i>	<i>Dimensions</i>	<i>Number of Questions</i>	<i>Cronbach's Alpha</i>
Strategic Intelligence	Competitive Intelligence	3	0.87
	Knowledge Management	8	0.79
	Commercial Intelligence	11	0.82
	Use Of Information in the Process of Doing Work	3	0.81
	Analytical Decision-Making Culture	2	0.84
Total			0.83
Citizenship Behavior	Altruism	3	0.79
	Conscientiousness	3	0.79
	Sportsmanship	4	0.80
	Civic Virtue	3	0.78
	Courtesy	2	0.80
Total			0.79

Statistical Population and Sample Size

The population of the present research includes 134 managers and employees of Office of Economic and Financial Affairs of Hormozgan Province. Cochran Formula was used for determining the sample size, which was estimated 90 people who were selected using simple random sampling method.

Research Findings

Analysis of Variance (Anova) was used in this research for testing the research hypotheses. If the significance value is less than 0.05 in this test, it can be concluded that there is a linear relationship between the variables, but the significance value greater than 0.05 shows that the lack of linear relationship between the variables. The results of testing the main hypothesis and the sub-hypotheses of the research

are shown in the following. In the case of the existence of a linear relationship between the variables, the regression equation can be extracted.

Testing the Main Hypothesis

- Strategic intelligence affects the organizational citizenship behavior of the employees of Office of Economic and Financial Affairs of Hormozgan Province.

Table 2
Testing the main hypothesis (Anova)

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F-statistic</i>	<i>Sig</i>
Regression	22.421	1	22.421	251.524	0.000
Residual	7.844	88	0.089		
Total	30.265	89			

As shown in Table 2, the significance value is less than 0.05, and the high value of F-statistic shows that there is a linear relationship between strategic intelligence and organizational citizenship behavior. Moreover, the significance value in Table 3 indicates the influence of strategic intelligence on organizational citizenship behavior. Therefore, this hypothesis is confirmed.

Table 3
Testing the main hypothesis (Coefficients)

	<i>Unstandardized Coefficients</i>		<i>standardized Coefficients</i>	<i>t</i>	<i>Sig</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	0.380	0.143		2.662	0.009
Strategic intelligence	0.850	0.054	0.861	15.860	0.000

As shown in Table 3 and with regard to the Beta value, one can say that strategic intelligence with coefficient of 0.861 properly predicts organizational citizenship behavior and influences organizational citizenship behavior.

Testing the Sub-hypotheses

- *H1*: Strategic intelligence affects the conscientiousness of the employees of Office of Economic and Financial Affairs of Hormozgan Province.

Table 4
Testing the first sub-hypothesis (Anova)

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F-statistic</i>	<i>Sig</i>
Regression	32.587	1	32.587	91.287	0.000
Residual	31.413	88	0.357		
Total	64.000	0.89			

As shown in Table 4, the significance value is less than 0.05, and the high value of F-statistic shows that there is a linear relationship between strategic intelligence and employees' conscientiousness. Moreover, the significance value in Table 5 indicates the influence of strategic intelligence on employees' conscientiousness. Therefore, this hypothesis is confirmed.

Table 5
Testing the first sub-hypothesis (coefficients)

	<i>Unstandardized Coefficients</i>		<i>standardized Coefficients</i>	<i>t</i>	<i>Sig</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	-0.221	0.286		-0.773	0.442
Strategic intelligence	1.025	0.107	0.714	9.554	0.000

As shown in Table 3 and considering the Beta value, one can say that strategic intelligence with coefficient of 0.714 properly predicts the changes of employees' conscientiousness and has influence on it.

- H2: Strategic intelligence affects the altruism of the employees of Office of Economic and Financial Affairs of Hormozgan Province.

Table 6
Testing the second sub-hypothesis (Anova)

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F-statistic</i>	<i>Sig</i>
Regression	19.616	1	19.616	102.309	0.000
Residual	16.873	88	0.192		
Total	36.489	0.89			

As shown in Table 6, the significance value is less than 0.05, and the high value of F-statistic shows that there is a linear relationship between strategic intelligence and employees' altruism. Moreover, the significance value in Table 7 indicates the influence of strategic intelligence on employees' altruism. Therefore, this hypothesis is confirmed.

Table 7
Testing the second sub-hypothesis (coefficients)

	<i>Unstandardized Coefficients</i>		<i>standardized Coefficients</i>	<i>t</i>	<i>Sig</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
Strategic intelligence	0.643	0.210		3.068	0.003
	0.795	0.079	0.733	10.115	0.000

As shown in Table 7 and considering the Beta value, one can say that strategic intelligence with coefficient of 0.733 properly predicts the changes of employees' altruism and influences it.

- *H3*: Strategic intelligence affects the civic virtue of the employees of Office of Economic and Financial Affairs of Hormozgan Province.

Table 8
Testing the third sub-hypothesis (Anova)

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F-statistic</i>	<i>Sig</i>
Regression	22.21	1	22.261	80.119	0.000
Residual	24.450	88	0.287		
Total	46.711	89			

As shown in Table 8, the significance value is less than 0.05, and the high value of F-statistic shows that there is a linear relationship between strategic intelligence and employees' civic virtue. Moreover, the significance value in Table 9 indicates the influence of strategic intelligence on employees' civic virtue. Therefore, this hypothesis is confirmed.

Table 9
Testing the third sub-hypothesis (coefficients)

	<i>Unstandardized</i>		<i>Standardized</i>	<i>t</i>	<i>Sig</i>
	<i>Coefficients</i>		<i>Coefficients</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	0.341	0.252		1.353	0.180
Strategic intelligence	0.847	0.095	0.690	8.951	0.000

As shown in Table 9 and considering the Beta value, one can say that strategic intelligence with coefficient of 0.690 properly predicts the changes of employees' civic virtue and influences it.

- *H4*: Strategic intelligence affects the sportsmanship of the employees of Office of Economic and Financial Affairs of Hormozgan Province.

Table 10
Testing the fourth sub-hypothesis (Anova)

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F-statistic</i>	<i>Sig</i>
Regression	11.471	1	11.471	53.894	0.000
Residual	18.730	88	0.213		
Total	30.201	89			

As shown in Table 10, the significance value is less than 0.05, and the high value of F-statistic shows that there is a linear relationship between strategic intelligence and employees' sportsmanship. Moreover, the significance value in Table 11 indicates the influence of strategic intelligence on employees' sportsmanship. Therefore, this hypothesis is confirmed.

Table 11
Testing the fourth sub-hypothesis (coefficients)

	<i>Unstandardized</i>		<i>standardized</i>	<i>t</i>	<i>Sig</i>
	<i>Coefficients</i>		<i>Coefficients</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	1.076	0.221		4.872	0.000
Strategic intelligence	0.608	0.083	0.616	7.341	0.000

As shown in Table 11 and considering the Beta value, one can say that strategic intelligence with coefficient of 0.616 properly predicts the changes of employees' sportsmanship and influences it.

- *H5*: Strategic intelligence affects the courtesy of the employees of Office of Economic and Financial Affairs of Hormozgan Province.

Table 12
Testing the fifth sub-hypothesis (Anova)

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F-statistic</i>	<i>Sig</i>
Regression	29.516	1	29.516	54.018	0.000
Residual	48.084	88	0.546		
Total	77.600	89			

As shown in Table 12, the significance value is less than 0.05, and the high value of F-statistic shows that there is a linear relationship between strategic intelligence and employees' courtesy. Moreover, the significance value in Table 13 indicates the influence of strategic intelligence on employees' courtesy. Therefore, this hypothesis is confirmed.

Table 13
Testing the fifth sub-hypothesis (coefficients)

	<i>Unstandardized Coefficients</i>		<i>standardized Coefficients</i>	<i>t</i>	<i>Sig</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	0.063	0.354		0.179	0.859
Strategic intelligence	0.976	0.133	0.617	7.350	0.000

As shown in Table 13 and considering the Beta value, one can say that strategic intelligence with coefficient of 0.617 properly predicts the changes of employees' courtesy and influences it.

CONCLUSION AND DISCUSSION

Analysis of Variance (Anova) was used in this research for testing the main hypothesis and the sub-hypotheses the research. In testing the main hypothesis, the significance value was smaller than 0.05, showing that there is a linear and

significant relation between strategic intelligence and organizational citizenship behavior. Moreover, the Beta value showed that strategic intelligence influences organizational citizenship behavior in Office of Economic and Financial Affairs of Hormozgan Province, and thus the main hypothesis of the research was confirmed. Citizenship behavior leads to employees' increased efficiency, increased cooperation among employees, their engagement in the issues of the organization, their job satisfaction and the improved quality in job performance. It also results in the improved quality of services and increased customer loyalty. Therefore, the factors that influence organizational efficiency and performance should be noticed and strengthened. Strategic intelligence which is the core of executive decision-making can allow decision-makers to achieve a deep insight regarding their own external business environment and thus be able to make conscious, fast and trustable decisions. The strategic intelligence of organizational leaders who are actually the main decision-makers in organizations results in competitive intelligence, (the intelligence which is the art of collecting, processing and storing information to which the individuals of all organizational levels have access depending on their need and which help them to shape their future and protect them against competitive threats).

The results of testing the first sub-hypothesis showed that there is a linear and significant relationship between strategic intelligence and employees' conscientiousness in Office of Economic and Financial Affairs of Hormozgan Province and that strategic intelligence accounts for employees' conscientiousness by 0.714 and thus the first sub-hypothesis of the research based on the influence of strategic intelligence on employees' conscientiousness in Office of Economic and Financial Affairs of Hormozgan Province was confirmed. When the employees of an organization enjoy conscientiousness, which is one of the dimensions of organizational citizenship behavior, discipline and order will automatically come to the organization, which will eventually lead to customers and service takers' satisfaction. Furthermore, it will lead to an increase in the efficiency and effectiveness of the organization so that the way will be paved for the organization's success among its competitors.

The results of testing the second sub-hypothesis showed that there is a significant and linear relation between strategic intelligence and employees' altruism in Office of Economic and Financial Affairs of Hormozgan Province, and that strategic intelligence accounts for employees' altruism by 0.733. If there is altruism among employees, they will help their coworkers if they encounter a large volume of work to do or if they have to miss their workplace. Consequently, service-takers can receive their desired services without wasting their time, which will prevent from their dissatisfaction and thus the quality of services will be left unchanged.

The third sub-hypothesis regarding the influence of strategic intelligence on employees' civic virtue in Office of Economic and Financial Affairs of Hormozgan Province was also tested in the research. The results showed that strategic intelligence influences employees' civic virtue in the organization under study and it affects the employees' changes of civic virtue by 0.690, and thus this hypothesis is was confirmed. Civic virtue will bring profit to the organization and focus on these behaviors will result in an increase in moral activities in the organization. Accordingly, paying attention to strategic intelligence which affects civic virtue plays an important role in promotion of this type of behavior and in the organization's success.

The results of testing the fourth sub-hypothesis showed that strategic intelligence affects employees' sportsmanship in Office of Economic and Financial Affairs of Hormozgan Province. Strategic intelligence accounts for employees' sportsmanship by 0.616 and thus influences employees' sportsmanship in the organization under study. Sportsmanship or tolerance refers to forbearance to favorable and desirable positions without protest, dissatisfaction and objection. This type of behavior which focuses on the positive aspects of the organization can guarantee the quality of services. Employees who have a high level of sportsmanship have a positive attitude and avoid unnecessary objections. Moreover, when customers observe this behavior from employees, they will receive higher-quality services. Creating a positive work atmosphere among the service staff and creating a participatory environment in which customers feel more satisfied can have indirect effects on the quality of the services provided.

It became obvious by testing the fifth sub-hypothesis that there is a linear and significant relation between strategic intelligence and employees' courtesy in Office of Economic and Financial Affairs of Hormozgan Province and that strategic intelligence accounts for the employees' changes of courtesy by 0.617. Since courtesy can help coordinate activities and create the spirit of teamwork, it can thus improve the quality of services. Therefore, civic virtue in the form of active participation in meetings can create opportunities for employees to achieve experience from other employees for doing services, figuring out their own problems when doing services, learning how to improve service-giving to customers and increasing friendship among employees. This will lead to the organization's success and achievement of competitive advantage in the long run.

In general, the results obtained show that strategic intelligence has the most effect on employees' altruism, after which it affects their conscientiousness, civic virtue, courtesy and sportsmanship.

Based on the results obtained from this research, the following suggestions are provided:

- Since strategic intelligence has a direct relation with organizational citizenship behavior, that is, organizational citizenship behavior will increase as strategic intelligence increases in the organization, therefore, the managers of organizations should strive toward the improvement of strategic intelligence and its dimensions in the organization.
- In order to improve their performance, organizations should use the components of organizational citizenship behavior in their evaluation of employees' performance and try to promote the citizenship behavior status to the most possible extent.
- An effective strategy for increasing the spirit of sportsmanship in an organization is motivating the employees to do their assigned tasks in the best possible way and to encourage those employees who voluntarily solve the problems in the organization.
- Encouraging those employees who take steps toward helping their coworkers drastically contributes to altruism, which is a component of organizational citizenship behavior.
- Employee participation in the affairs related to the organization, their attending the organizational meetings and consulting with employees regarding the current affairs as well as the organization goals are some strategies to improve civic virtue, which is a component of organizational citizenship behavior.
- If improved and strengthened, Sportsmanship, which is one of the dimensions of organizational citizenship behavior, can result in promotion of organizational citizenship behavior among employees, improvement of the quality of services and finally customer satisfaction and achievement of organizational objectives, and this actually means strategic smartness.
- The organization is expected to pave the way for the employees' additional activities such as educational, cultural... programs via incentive tools so that the employees' organizational citizenship behavior will be improved in the dimension of courtesy.

For this purpose, future researchers are recommended to investigate the relationship between strategic intelligence and organizational commitment and to investigate the role of emotional intelligence in development of organizational citizenship behavior.

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