

Identify, Explain and Prioritize Human Resource Planning Factors in Order to Show Organizational Citizenship Behavior by Employees

Elham Asghari¹, Masoud Haghighi^{2*}, Ahmad Vadadi³

1. PhD Student, Department of Public Administration, Roudehen Branch, Islamic Azad University, Roudehen, Iran.
2. Associate Professor, Department of Management and Accounting, Roudehen Branch, Islamic Azad University, Roudehen, Iran.
3. Associate Professor, Department of Public Administration, Central Tehran Branch, Islamic Azad University, Tehran, Iran.

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Purpose: Considering the importance of human resource planning for organizational citizenship behavior, the purpose of this study was identify, explain and prioritize human resource planning factors in order to occurrence organizational citizenship behavior by employees.

Methodology: The present research was descriptive from type of qualitative-quantitative. The research population in the qualitative part was documents and texts related to the research and experts were familiar with the subject who tried to identify and explain the factors of human resource planning in order to occurrence organizational citizenship behavior and in the quantitative part were the experts who prioritized these factors. The research sample consisted of 20 research-related documents and 15 experts who were selected by purposive non-random sampling method. Data collection tools included taking notes of documents and texts and surveying about new effective factors and expressing the rate of importance of existing factors in Delphi. Data were analyzed by coding and factor analysis methods.

Findings: Findings showed that for the human resource planning pattern in order to occurrence organizational citizenship behavior by employees in the human resource planning part were identified 67 indicators in 19 components and in the organizational citizenship behavior part were identified 28 indicators in 6 components. In human resource planning the 19 components respectively were include performance management, labor adjustment, organizational culture, strategic goals, organizational structure, human resource planning, recruitment, training and development, maintenance, external environment, supply, demand, human resource strategy, strategic planning, management style, flexibility, reward system, job analysis and individual factors and in organizational citizenship behavior the 6 components respectively were include altruism, work conscience, personal development, organizational loyalty, organizational obedience and citizenship virtue.

Conclusion: According to the reported results, to develop the occurrence of organizational citizenship behavior by employees can be action through its effective human resource planning factors that was identified in the present research.

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* Corresponding Author Email: m.haghighi67@yahoo.com

1. Introduction

The contemporary world is changing and evolving at an amazing speed, and organizations are exposed to changes and transformations due to the pivotal role they play in the progress of societies in this era. Therefore, if today's organizations are not able to adapt themselves and their forces to these developments, they will quickly be out of competition, and for this reason, organizational citizenship behavior has received double attention from organizational managers in recent years (Sadeghi, Maleki Jamasbi, Azami, Karami and Marziyeh Hassanian, 2019). Organizational citizenship behaviors are extra-role behaviors and beyond the job duties of employees that are performed completely voluntarily and without expecting any reward, and these types of behaviors play an effective role in the performance and effectiveness of the organization (Wang, Ma, Kim, Liu and Berbekova, 2021). . In fact, this type of behavior is done with the aim of helping colleagues and the organization and from insight and awareness, and although it is not appreciated directly by the organization, it affects the effectiveness of the organization, and such employees are usually appreciated indirectly or informally. (Taskiran and Iyigun, 2019). Organizational citizenship behavior is defined as the desire and motivation of employees to go beyond formal job requirements to help others, align individual resources with organizational interests, and have a genuine interest in organizational activities and missions (Szabo, Czibor, Restas and Bereczkei, 2018). In another definition, this structure is a set of voluntary and optional behaviors that are not part of the official duties of the individual, but the individual performs and improves organizational duties and roles. In this definition, three characteristics of organizational citizenship behaviors are emphasized. First, these behaviors are voluntary and optional, which means that it is neither a predetermined task nor a part of a person's official duties. Second, the benefits of these behaviors are related to organizations in the sense that these behaviors promote effective organizational work codes. Third, these behaviors are not directly rewarded in the formal organizational system (Sidin, Rivai and Bulu, 2020). Employees with organizational citizenship behavior often help other colleagues with work-related problems, accept others quietly in their work group, minimize individual conflicts in the organization, and protect or save resources of the organization (Kaur and Kang, 2021). Today, organizations are looking for employees who go beyond the duties and roles assigned to their jobs and do not accept neglecting them in evaluating the job performance of employees, and among these behaviors can be helping colleagues, working more than necessary, working on non-working days. , working beyond the standards set by the organization, tolerating shortcomings in the organization, actively engaging in non-job and non-duty activities, persistence combined with enthusiasm to complete work activities, volunteering to perform work activities and following the rules, regulations and organizational duties (Sun) , Jiang, Hwang and Shin, 2018). Good and desirable organizational citizenship behaviors are a type of thinking that includes a variety of employee behavior, and some of its examples include doing side tasks, volunteering to help other employees, professional development in the work field, following regulations even in the absence of supervision, trying to Promotion of the organization, positive attitude towards the organization and tolerance of adversity are involved (Lim and Loosemore, 2017). This structure increases the productivity of employees and work groups, encourages teamwork, increases communication, cooperation and assistance between employees, reduces the rate of mistakes, and increases the participation and involvement of employees in organizational issues, and generally creates a suitable organizational atmosphere. prepares (Yang, He, Cui and Hsu, 2020).

Organizational citizenship behavior is one of the cognitive evaluation factors of the job and work environment, and managers are able to create and sustain this type of desirable behavior. Based on this, it is very important

to identify the factors influencing organizational citizenship behavior (Estiri, Hesami, Fayazi and Rezaali, 2020), which is one of these factors of human resources planning. At a time when human power is considered the most important strategic resource of the organization and when other resources of the organization and even advanced technology are considered incapable without the presence of educated human resources, organizations face many challenges in attracting and maintaining employees with appropriate skills and expertise (Moayed , Moeinfard and Shooshinasab, 2020). Human power is considered the most valuable production factor and the most important capital of any organization and the creator of the basic capabilities of any organization to create a competitive advantage (Yalcindag, Cappanera, Scutella, Sahin and Matta, 2016). Facing the pressures of the competitive environment, managers try to develop the talent of their human resources. Because if the organization wants to achieve its organizational goals while having a clear mission and desirable strategies and efficient organizational structures and suitable job design, for this purpose it needs talented and capable human resources, which shows the necessity of human resources planning (Doll, 2022).). Human resource planning is an interdisciplinary activity and a combination of statistical, economic, psychological, social skills and practical knowledge of managers and planners, which is a necessary mechanism for the effective, successful and effective management of the organization (Berk, Bertsimas, Weinstein and Yan, 2019). Manpower planning determines the necessary human resources for future activities and helps organizational managers to determine the type and amount of human resources needed to achieve future goals and plans. In fact, human resource planning is a type of program that predicts the required human resources before the actual need to achieve organizational goals and enables managers to take the necessary steps at the right time to ensure the achievement of organizational goals (Lee and Field). , 2019). Human resource planning is a process that provides an organization with the necessary number and types of human resources at the right place and time and can effectively and efficiently perform its tasks in order to achieve organizational goals. This method of planning provides foundations for formulating general policies of recruitment, selection, retention, training, transfer and promotions of the workforce (Singsungnoen, Wannapiroon and Nilsook, 2021). In general, human resource planning is a process through which the entry of people into the organization, their movement and circulation within the organization and their exit from the organization are predicted in advance, and for that planning is done so that no part of the organization will ever leave any position vacant and the manager and The organizational manager should not be surprised and always have competent personnel ready to occupy organizational positions. Therefore, in human resource planning, it is necessary to first examine and evaluate the future goals of the organization and the existing human resources situation in the organization, and then estimate the organization's needs according to them and plan to meet them (Aviso, Chiu, Demeterio, Lucas, Tseng). and Tan, 2019).

A few researches have been conducted on human resources planning factors and organizational citizenship behavior, and the most important results are summarized below. Tatar and Malekian (2021) conducted a research on identifying the dimensions of organizational citizenship behavior training and concluded that the causal conditions include empowering employees, decentralization and making employees aware of organizational citizenship behavior, the central phenomenon including chivalry and forgiveness, conscientiousness, organizational spirituality, respect and honor. and civic virtue, strategies including organizational platforms, fair and quick feedback, compliance with organizational justice, establishing policies and developing employees' motivation, intervening conditions including personality traits and cultural, social, political and economic conditions, background conditions including organizational culture, transformative leadership and support organizational and outcomes included the effectiveness and improvement of

organizational performance, employee satisfaction, organizational commitment and cooperation and participation. Hosseini and Sanoubar (2019) conducted a research on the effect of high-performance human resources activities on the commitment and organizational citizenship behavior of employees and concluded that high-performance human resources activities had a positive and significant effect on the organizational commitment and organizational citizenship behavior of employees. Fahimzadeh, Esmaeili, Vahdati and Sepahvand (2017) conducted a research on the dimensions and components of organizational citizenship behavior and concluded that the said structure has 12 components in four dimensions: protective (with three components of dedication, adaptability and obedience), servant (with three components of politeness), interpersonal help and interpersonal facilitation), guide (with three components of individual initiative, support and altruism) and pioneer (with three components of citizenship virtue, loyalty and innovation). Hosseini and Hazrati (2011) came to the conclusion of identifying and explaining the model of organizational citizenship behaviors and concluded that the factors affecting it include fairness and equality, support and support, organizational commitment, organizational trust, political atmosphere, organizational identity, socialization, gender, level of education and service experience. Gholam Hossaini, Bejani and MalekiNiya (2011) conducted a research on the influencing factors, components and consequences of organizational citizenship behavior and concluded that the influencing factors on organizational citizenship behavior include job satisfaction, organizational commitment, organizational justice, leadership style, personality traits, job characteristics and organizational characteristics, its components include work conscience, social manners, altruism, loyalty, politeness and cooperation and voluntary participation and its consequences include increasing productivity, increasing effectiveness, improving employee performance, improving the quality of services and products, reducing absenteeism and leaving jobs, customer loyalty and team work encouragement. Organ (1988) in a study of organizational citizenship behavior includes five components of altruism (behavior that aims to help certain people to solve problems related to the organization), conscientiousness (behavior beyond the minimum job requirements), chivalry (willingness and enthusiasm to tolerate less conditions). From the ideal level without complaints), politeness (voluntary behavior to avoid problems related to work with others) and civil virtue (responsible behaviors of the individual for the stability and stability of the organization) were introduced. Also, Bigdeli, Davoudi, Kamali and Entesar Fomani (2018) conducted a research on identifying the dimensions and components of human resources improvement and concluded that this structure includes the dimensions of educational improvement with 8 components, organizational improvement with 12 components, individual improvement with 13 components, Professional improvement with 16 components, moral improvement with 9 components and social and cultural improvement with 6 components. Karimi, Navehebrahim, Arasteh and Behrangi (2015) conducted a research on identifying the dimensions and components of humanities development management and concluded that this structure includes the dimensions of humanities production (with research components, scientific communities and associations, scientific communication, information technology, quality scientific productions, creativity, professional ethics, scientific freedom and university independence and leadership), education and dissemination of humanities (with components of student selection, educational planning, scientific publications, course content, extra-organizational communications, lifelong learning and teaching) and the application of humanities (with problem-oriented components, continuous evaluation, audience research, documentation of researches, provision of specialized services, databases and statistics and the needs of researchers). Ahmadi, Fazeli Kebria and Faghieh (2013) conducted a research on the indicators and components of competency-based human resources planning and concluded that the three main components

of the aforementioned structure included individual, knowledge, and skill sections, each of which had a set of competencies. Jahanian (2010) conducted a research on optimization strategies for human resources planning and concluded that the most important strategies include standardization of human resources with 34 indicators, evaluation of human resources with 13 indicators, development of information and communication technology with 12 indicators, educational and research development with 13 indicators. , the development of public education with 8 indicators and the development of the competency assessment system with 8 indicators.

Organizational citizenship behavior is a set of behaviors that, if performed by employees, have an effective role in improving the performance, efficiency and effectiveness of the organization and helping the organization to achieve organizational goals. Therefore, human resources planning can be useful for the emergence of organizational citizenship behavior, and no research was found in this field, which caused the researchers to look for it. Also, human resource planning is one of the things that helps organizations to implement and develop citizenship behavior and causes more dynamics of people and ultimately the effectiveness and excellence of the organization. Considering the importance of human resources planning for the occurrence of organizational citizenship behavior, the purpose of this research was to identify, explain, and prioritize the factors of human resources planning in order to generate organizational citizenship behavior from employees.

2. Methodology

The current research was descriptive of qualitative-quantitative type. The research community in the qualitative part of the documents and texts related to the research and the experts familiar with the subject, who tried to identify and explain the factors of human resources planning in order to manifest organizational citizenship behavior, and in the quantitative part, they were the same experts who prioritized the mentioned factors. The sample of the research was 20 documents related to the research and 15 experts who were selected by non-random sampling method. The results of the frequency and percentage of gender, educational qualification and years of service of the experts were reported in Table 1, according to which most of them were male (53.33%) and had a doctorate degree (60%) and years of service were 21-30 years (67/67). 46 percent).

Table 1. Results of frequency and frequency percentage of gender, educational qualification and years of service of experts

Percentage Frequency	Frequency	Levels	Variable
53.33	8	Man	gender
46.67	7	Female	
60	9	P.H.D	degree of education
40	6	Masters	
26.67	4	1-10 years	Years of service
26.67	4	11-20 years	
46.67	7	21-30 years	

To carry out this research, first, the dimensions, components and indicators of human resources planning and organizational citizenship behavior were investigated through library study and searching in different databases. Then, 15 experts were identified, and the criterion for selecting this number was to reach a theoretical consensus, which is a method confirmed in the Delphi method. Necessary coordination was made with some of them through face-to-face meetings and with others through phone calls and e-mails, and the purpose of the research and its importance and necessity were explained to them.

Data collection tools included taking notes from documents and texts and surveys about new effective factors and expressing the importance of existing factors in Delphi. In the first round of Delphi, a list of activities and factors affecting human resources planning and organizational citizenship behavior, which was extracted from previous studies and researches, was provided to all expert or panel members to determine the importance of each of them. Also, people were asked to add their desired indicators and components to the list in addition to the existing indicators and components. Examining the responses in the first round of Delphi showed that the items added by the experts were the same as the indicators and components extracted from the documents and texts, and therefore no new combination and index or component was added to the second round of Delphi. Since 229 indicators were designed in the first round of Delphi, and after the first round of Delphi, 134 items were removed and 5 of them were modified based on the opinion of experts, so 95 items were examined and confirmed in the second round of Delphi became. It should be noted that for each of the indicators there were five options including strongly disagree, disagree, moderate, agree and strongly agree, which the experts expressed based on the importance of each index. Finally, the data were analyzed by coding and factor analysis methods.

3. Findings

After the first round of Delphi, a number of 95 indicators were confirmed, and the results of the components and the number of their indicators for human resource planning and organizational citizenship behavior were reported in Table 2, based on which, for the model of human resource planning in order to manifest organizational citizenship behavior by employees in The human resource planning department has 67 indicators in 19 components (performance management, workforce adjustment, organizational culture, strategic goals, organizational structure, human resource planning, recruitment, training and development, maintenance, external environment, supply, demand, human resources strategy , strategic planning, management style, flexibility, reward system, job analysis and individual factors) and in the organizational citizenship behavior section, 28 indicators were identified in 6 components (altruism, conscientiousness, personal development, organizational loyalty, organizational obedience and citizenship virtue).

Table 2. The results of the components and the number of indicators of human resources planning and organizational citizenship behavior

Number of indicators	Components	Variable
4 indicators	performance management	HRP
2 indicators	Retrenchment	
6 indicators	Organizational Culture	
5 indicators	Strategic goals	
3 indicators	Organizational Structure	

3 indicators	HRP	Organizational citizenship behavior
2 indicators	Recruitment	
4 indicators	Training and development	
3 indicators	Maintain and maintain	
3 indicators	external environment	
2 indicators	Supply	
2 indicators	demand	
3 indicators	Human resources strategy	
4 indicators	strategic planning	
5 indicators	management style	
3 indicators	flexibility	
4 indicators	Reward system	
3 indicators	job analysis	
6 indicators	Individual factors	
7 indicators	Altruism	
3 indicators	work conscience	
4 indicators	Personal development	
5 indicators	Organizational loyalty	
6 indicators	Organizational obedience	
3 indicators	Virtue of citizenship	

The results of the mean, standard deviation, factor loading and t-statistics of the components of human resources planning and organizational citizenship behavior were reported in Table 3, based on which the factor loadings of all components of human resources planning and organizational citizenship behavior were higher than 0.50.

Table 3. Results of mean, standard deviation, factor loading and t-statistics of human resources planning components and organizational citizenship behavior

Statistics T	factor load	standard deviation	Averag e	Components	Variable
36/76	0.83	0.86	4/13	performance management	HRP
35/05	0.81	0.84	4/01	Retrenchment	
31/75	0.80	0.83	4/01	Organizational Culture	
30/52	0.80	0.81	4/34	Strategic goals	
27/27	0.78	0.80	4/21	Organizational Structure	
25/42	0.76	0.78	3/94	HRP	
24/66	0.74	0.78	4/17	Recruitment	

22/13	0.72	0.76	3/70	Training and development	Organizational citizenship behavior Variable HRP
21/50	0.71	0.75	4/08	Maintain and maintain	
19/47	0.70	0.74	4/10	external environment	
17/05	0.68	0.73	3/14	Supply	
16/85	0.67	0.73	4/07	demand	
16/80	0.65	0.70	4/02	Human resources strategy	
15/87	0.64	0.67	4/09	strategic planning	
14/50	0.63	0.66	4/65	management style	
14/03	0.62	0.66	4/07	flexibility	
12/02	0.61	0.65	4/18	Reward system	
11/75	0.60	0.65	3/93	job analysis	
10/44	0.57	0.65	4/05	Individual factors	
34/06	0.82	0.85	4/15	Altruism	
31/90	0.80	0.83	4/09	work conscience	
30/06	0.78	0.83	3/96	Personal development	
30/28	0.75	0.81	4/09	Organizational loyalty	
15/15	0.68	0.75	4/38	Organizational obedience	
12/04	0.64	0.69	4/05	Virtue of citizenship	

According to the identified components for human resource planning and organizational citizenship behavior in Figure 1, the human resource planning model was reported for the emergence of organizational citizenship behavior from the employees.

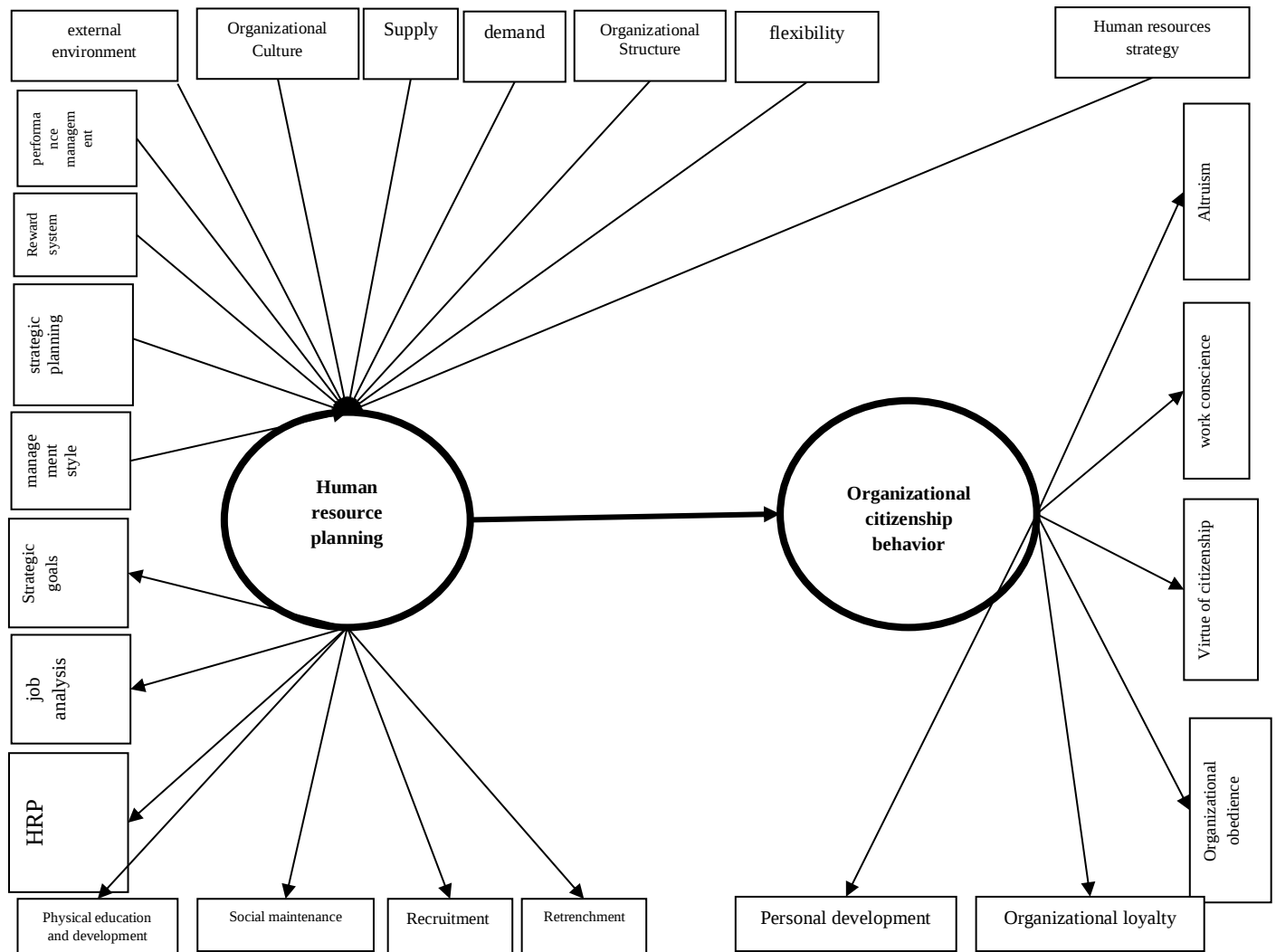


Figure 1. Manpower planning model in order to show organizational citizenship behavior on the part of employees

The results of prioritizing the components of human resource planning and organizational citizenship behavior were reported in Table 4, based on their factor load in human resources planning, 19 components were included, respectively, including performance management, workforce adjustment, organizational culture, strategic goals, organizational structure, human resource planning, and recruitment. , training and development, preservation and maintenance, external environment, supply, demand, human resources strategy, strategic planning, management style, flexibility, reward system, job analysis and individual factors, and in organizational citizenship behavior 6 components, respectively, including altruism, work conscience, They were personal development, organizational loyalty, organizational obedience and citizenship virtue.

Table 4. The results of prioritizing the components of human resources planning and organizational citizenship behavior

Organizational citizenship behavior	HRP	Prioritizing components
1. Altruism	1. Performance management	The components of human resources planning in order to develop organizational citizenship behavior
2. Working conscience	2. Retrenchment	
3. Personal development	3. Organizational culture	
4. Organizational loyalty	4. Strategic goals	
5. Organizational obedience	5. Organizational structure	
6. Virtue of citizenship	6. Manpower planning	
Organizational citizenship behavior	7. Recruitment	
1. Altruism	8. Training and development	
2. Working conscience	9. Maintenance	
3. Personal development	10. External environment	
4. Organizational loyalty	11. Supply	
5. Organizational obedience	12. Demand	
6. Virtue of citizenship	13. Human resources strategy	
Organizational citizenship behavior	14. Strategic planning	
1. Altruism	15. Management style	
2. Working conscience	16. Flexibility	
3. Personal development	17. Reward system	
4. Organizational loyalty	18. Job analysis	
5. Organizational obedience	19. Individual factors	

4. Conclusion

Considering the importance of organizational citizenship behavior in employees and the importance of human resource planning in it, the purpose of this research was to identify, explain, and prioritize human resources planning factors in order to develop organizational citizenship behavior by employees.

The findings of this research showed that 67 indicators were identified in 19 components and 28 indicators were identified in 6 components for the human resource planning model in order to show organizational citizenship behavior by employees. In manpower planning, there are 19 components, including performance management, workforce adjustment, organizational culture, strategic goals, organizational structure, human resources planning, recruitment, training and development, maintenance, external environment, supply, demand, human resources strategy, planning. strategic, management style, flexibility, reward system, job analysis and individual factors and in organizational citizenship behavior, 6 components were respectively altruism, work conscience, personal development, organizational loyalty, organizational obedience and citizenship virtue.

The findings of this research on the components of organizational citizenship behavior are consistent with the findings of Tatar and Malekian (2021), Hosseini and Sanoubar (2019), Fahimzadeh et al (2017), Hosseini and Hazrati (2011), Gholam Hossaini et al (2011) and Organ (1988) and in the field of manpower planning components, they were aligned with the findings of Bigdeli et al (2018), Karimi et al (2015), Ahmadi et al (2013) and Jahanian (2010).

In the interpretation of the findings of this research, it can be concluded that several factors are effective in creating and promoting organizational citizenship behavior, and in the current research, by using the hard aspect and emphasizing the soft aspect of human resources planning, which focuses on creating and shaping organizational culture in a way that It created an integration between the goals of the organization and the values, beliefs and behaviors of the employees. The result was obtained that the change of human resources planning can affect the behavior of organizational citizenship. Therefore, for the purposeful establishment and institutionalization of organizational citizenship behavior according to the prioritization of the effective factors, a fundamental change must be made in the human resources planning process, and in order to institutionalize the organizational citizenship behavior, it is necessary to follow up the effective factors more seriously. Based on the findings of this research, by paying attention to performance management, managers of organizations can strengthen organizational citizenship behavior in employees by establishing a fair and performance-based payment system. Also, the existence of a clear and fair procedure in personnel adjustment is effective in the occurrence of citizenship behavior and if employees do not consider the personnel adjustment process to be fair (procedural justice), it will cause a feeling of guilt and this feeling will decrease the level of the emotional dimension, decrease the sense of job security, and degrade the behavior. Organizational citizenship and the desire and intention to leave the job will increase. In addition, the establishment of a culture of participation and employee-oriented can also play an effective role in moving towards organizational citizenship behavior. Therefore, organizations can deal with topics such as strategy based on optimization, flexible organizational structure, correct and effective use of human resources, compiling necessary competencies for efficient recruitment and selection, continuous information circulation in the organization, preparing employees for future responsibilities, establishing a meritocracy system, attention and encouraging employees, providing flexible job descriptions and increasing the skills of employees in the field of promoting organizational citizenship behavior in them to take an effective step and be successful in this field. As a result, according to the components identified for manpower planning, according to their importance, including performance management, workforce adjustment, organizational culture, strategic goals, organizational structure, human resources planning, recruitment, training and development, maintenance, and external environment. , supply, demand, human resource strategy, strategic planning, management style, flexibility, reward system, job analysis and individual factors and identified

components for organizational citizenship behavior, respectively, according to importance including altruism, conscientiousness, personal development, organizational loyalty, obedience organizational and virtue of citizenship and the effective role of human resources planning on the organizational citizenship behavior of employees, the organization's approach should always rely on its main capital i.e. human resources, and the purpose of paying attention to the role of human resource planning in order to manifest organizational citizenship behavior is to create a superior environment in line with the goals organization and the satisfaction of clients and users of the services and products of organizations, the realization of which requires special attention to human resources planning.

In general, the innovation of the current research was identifying, explaining and prioritizing the indicators and components of human resources planning and organizational citizenship behavior, and it is obvious that to implement this, the existing situation of the organization should be examined based on each component and the design of the necessary systems and subsystems to improve the indicators and components of the actions. It is essential. According to the findings of this research, it is possible to develop organizational citizenship behavior by employees through the effective human resources planning factors that were identified in the current research. Therefore, considering the importance of manpower planning and its impact on organizational citizenship behavior, it is necessary to plan in the right direction by using appropriate approaches to change the mechanisms of manpower planning and the components identified for it. For example, in order to achieve this, it is necessary for the senior managers of the organization and the employees of the performance management to improve by moving in the direction of proportionality of payments according to the performance of the employees, or to use the correct and timely methods of retrenchment and for retrenchment instead of selection. Use fair procedures. Also, it is possible to achieve organizational citizenship behavior in the shadow of a strong organizational culture, so it should always be considered that a culture appropriate to organizational citizenship behavior is institutionalized in the entire organization. The last suggestion is that in order to properly select and select people for key positions, traditional methods of position promotion should not be emphasized and the rules and regulations of position promotion should be modified and improved according to human resources management programs; so that special emphasis is placed on the merits, talents and capabilities of employees in the promotion system.

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