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Title: The Effectiveness of Group Counseling Based on Motivational Interviewing on Employees' Organizational Citizenship Behavior

Mahdi Alimohammadi¹, Kianoush Zahra², Farshad Mohsenzadeh³, Abdulrahim Kasaei³

¹ PhD Student in Counseling, Faculty of Psychology and Educational Sciences, Kharazmi University, Tehran, Iran.

² Associate Professor, Department of Counseling, Faculty of Psychology and Educational Sciences, Kharazmi University, Tehran, Iran*

³ Assistant Professor, Department of Counseling, Faculty of Psychology and Educational Sciences, Kharazmi University, Tehran, Iran.

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Abstract

Background: In today's highly competitive world, organizations are constantly looking for new methods to improve the performance of their employees.

Objectives: The main purpose of this research was to determine the effectiveness of group counseling based on motivational interviewing on employees' organizational citizenship behavior.

Materials and Methods: The research method was semi-experimental with pretest-posttest design with a control group. The statistical population of this study was all employees of the Hadid Sazeh Pishro industrial group, which worked in 2018. To complete the questionnaire, all staff completed organizational citizenship behavior questionnaire. Then, among those who had a lower score than others, 24 subjects were selected and divided into two experimental and control groups, randomly. Then, group counseling based on motivational interviews was held in 18 sessions, two hours a week for two sessions for the experimental group. During this period, the control group did not receive any intervention. After the sessions were completed to measure the effect of intervention, again, both groups were taken the post-test. To evaluate the impact of intervention during follow-up, two months after the implementation of post-test, re-evaluation and of staff was undertaken. Data were analyzed by SPSS-22 software with one-way multivariate and covariance analysis.

Results: Findings of the present study indicated that the group counseling based on motivational interviewing had a positive impact on employees' Organizational citizenship behavior ($P < 0.01$). So that the mean scores of the staff in the experimental group in the post-test and follow-up stage were significantly increased compared to the control group.

Conclusion: In this research, the effect of group-based motivational interviewing counseling on the promotion of employee's organizational citizenship behavior has been confirmed and this can help managers of different organizations to prepare and plan appropriately to improve the organizational citizenship behavior of the staff.

Keywords: Motivational interviewing, Organizations, Behavior, Employee

1. Introduction

In order to compete on the global stage, providing customers with expectations and adapting to the changing nature of their jobs, employees tend to choose employees to work beyond their assigned task and role (1). In the past two decades, the strengthening of organizational citizenship behavior has attracted psychologists (2). Organizational citizenship behavior is an optional and transactional behavioral that is effective in increasing the organization's optimal performance and is not directly recognized by the official reward system of the organization (3). There are two main approaches to defining the concept of organizational citizenship behavior. Organ and other pioneering researches on this subject have considered this kind of behavior as the concept of "transcendental behavior", so that the assistance of individuals in the workplace is beyond the requirements of the role assigned to them and directly and transparently through the official reward system of the organization is not appreciated. Another group of researchers, such as Graham, considers organizational citizenship to be distinct from work performance, so they do not distinguish between their role and ultra-function. In this view, organizational citizenship behavior has a general concept that includes all the positive behaviors of individuals within an organization (4). Organizational citizenship behavior structure is sought after the identification, management and evaluation of employees' transcendental behaviors, which improve their organizational effectiveness through their behavior. From the viewpoints of Colakoglu et al. (2015), the key elements of the definition of organizational citizenship behavior are: (a) behavior beyond the tasks specified by the organization; (b) optional behavior based on the will of the individual; (c) Behavior that is not directly rewarded, or not appreciated through the formal organizational structure; (d) behavior is critical to the effectiveness and efficiency of the organization's performance and its success (4). Organ considers organizational citizenship behavior as a desirable situation because such behavior increases the resources available to the organization, on the other, reduces the need for costly formal control mechanisms in the organization. From a human being as an organizational citizen, it is anticipated that their behavior in an organization is such that it exceeds the requirements of the role and beyond serving the goals of the organization (5). Bolino et al. (2002) defined organizational citizenship behavior as the employee's incentive to go beyond the formal job requirements to help each other, align their individual interests with organizational interests, and have a real interest in the organization's activities. They believe that citizenship behaviors generally have two general characteristics: first, they cannot be directly strengthened, and secondly, they are

the result of special and extraordinary efforts that the organization expects from its employees to achieve success (6).

Considering the above mentioned issues, one of the factors that seem to affect the employee's organizational citizenship behavior is to promote motivation. Among the new therapies in psychology, which today are used in many cases, such as increased motivation (7, 8), motivational interviewing is one of the approaches used in recent years. Motivational interview is a referential-based approach that is used to increase the motivation of individuals to change behavior (9). This approach is flexible, and some of its intervening dimensions are group-based, such as hoping to overcome the problem, gaining information from trusted sources, reducing social isolation and self-sufficiency, causing a change in person (10). One of the important principles of motivational interviewing is to create conflict or disagreement in the status of references. In this principle, the incentive for change is created for individuals to see a significant difference between their current behavior and their goals. Motivational interview therapist plays an active role in creating these differences through listening skills. In this regard, the therapist can help in identifying the differences between the present situation and the ideal situation to facilitate change, in terms of organizational citizenship behavior such as sacrifice, duty, participation, loyalty, and courtesy in the organizational environment. Therefore, the consultant encourages clients to identify the potential benefits of changing behavior. People usually are influenced by their arguments for change, rather than the arguments of others (11). Motivational interviewing approach is one of the educational methods that can be effective in increasing the organizational citizenship behavior of employees and consequently improving organizational productivity. Since motivational interviewing facilitates the process of changing the behavior of the references by relying on their internal motivation, they can be effectively used in job counseling. The three key elements of motivational interviewing are independence, co-operation and stimulation. The motivational interview has not been created as a preventive intervention in which the counselor is expert and the referendum will passively follow his instructions. In the motivational interview, the importance of developing the independence of the authorities is important in the process of change, and a participatory process is taking place, in which both parties listen and make their views equally (12). In order to achieve this, the consultant in all sessions of the treatment process, based on the four main stages, consists in creating an empathic relationship with the authorities, focusing on a targeted change, stimulating and motivating the self in favor of change and objective planning to change when the authorities

are ready (13). In this regard, Klonek et al. (2016) find that they achieved the following results: A: The current behaviors of job counselors differed from those of the motivational interviewing standard. B: Job counseling consistent with motivational interviewing in counseling sessions reduces customer uncertainties to change. C: Consultant's behaviors consistent with the motivational interviewing standards are directly related to the client's positive job interview. They suggest that job counseling from the motivational interview facilitates professional and occupational interventions (12).

In justifying the necessity of this research, it can be said that organizational citizenship behavior increases the productivity of employees and working groups, communication, collaboration and staffing, even encourages team work, reduces the number of errors, and affects employees' participation and involvement in the organization. Organizational citizenship behavior through excellence in the quality of staff performance by influencing internal organizational factors such as organizational climate, improving morale, increasing organizational commitment, job satisfaction, reducing absenteeism, and also affecting the improvement of outsourcing factors such as job satisfaction, quality of services and customer loyalty (2). Therefore, considering the positive outcomes of organizational citizenship behavior, intervention in this regard is useful both for employees and for the organization. Based on what has been mentioned and the results of studies conducted in the field of organizational productivity, the motivational interviewing method, due to its specific characteristics, can be applied to organizational variables such as organizational citizenship behavior. Since so few studies have directly investigated the impact of this intervention on organizational citizenship behavior (12, 14, 15). This study aimed to determine the effectiveness of group-based motivational interviewing counseling on organizational citizenship behavior of employees.

2. Materials and Methods

The research method was semi-experimental with pretest-posttest design with a control group. The statistical population of this study was all employees of the Hadid Sazeh Pishro industrial group, which worked in 2018. Hadid Sazeh Pishro industrial group Company is one of the largest manufacturers of domestic and industrial gas meters and regulators that were established in 2000 with the aim of focusing the activities of the Hadid Sazeh industrial group. Currently, the company has a full-time staff of over 5 years, with 220 employees. To

complete the questionnaire, all staff completed organizational citizenship behavior questionnaire. Then, among those who had a lower score than others, 24 subjects were selected and divided into two experimental and control groups randomly. The study inclusion criteria were working in the Hadid Sazeh industrial group during 2018 year, low score in organizational citizenship behavior questionnaire, having physical and mental ability to participate in the study, and giving their informed consent. The exclusion criteria included reluctance to complete questionnaires or withdrawing from the study for any reason. Prior to commencement of group counseling sessions, a pre-test was conducted on both groups by Podsakoff's Organizational Citizenship Behavior Scale. Then, group counseling based on motivational interviews was held in 18 sessions, two hours a week for two sessions for the experimental group staff. During this period, the control group did not receive any intervention. After the sessions were completed to measure the effect of intervention, again, both groups were taken the post-test. To evaluate the impact of intervention during follow-up, two months after the implementation of post-test, re-evaluation and of staff was undertaken. In order to observe ethical considerations, enough information about the topic was given to all employees and informed consent was received from all of them. It was also assured to all participants that their information would be confidential. The present study was reviewed and approved by the local ethics committee of Kharazmi University (IR.KHU.REC1397/7). Data were analyzed by SPSS-22 software with one-way multivariate and covariance analysis.

Podsakoff's Organizational Citizenship Behavior Scale

This tool consists of 24 questions, which was designed by Podsakoff's & colleagues (16). It is stated that dimensions of altruism include 5 questions (5, 10, 15, 20, 24), conscientiousness of 5 questions (1, 6, 11, 16, 21), chivalry of 5 questions (2, 7, 12, 17, 22), civility 5 questions (4, 9, 14, 19, 23) and social customs are 4 questions (3, 8, 13, 18). This questionnaire is based on the Likert method of 7 options from (very low = 1 to very much = 7). Of course, the method of scoring questions 2, 6, 7, 12, 17, 22 is inversely (16). The calculated Cronbach's alpha coefficient for each dimension of altruism was 0.85, conscientiousness 0.86, chivalry 85.0, civility 0.85 and social customs 0.70. In addition, the validity of the questionnaire was evaluated according to the views of the well-known reviewers (17). In Iran, the reliability of the questionnaire has been reported as acceptable (18).

The structure of the motivational interviewing sessions has been extracted from the total of three books: 1. Motivational interview in the treatment of addiction from William Miller (19),

2. The book of motivational interviewing skills from David Rosengren (20), 3. The book of motivational group training (Group Motivational Interview) by Ann fields (21). The summary of the structure of group motivational interviews is presented in Table 1.

Table 1. Group Motivational Interview

Sessions	Title	Goals
1 & 2	Acquaintance	The purpose of the first meeting is to prepare the clients for the motivational interview group. To do this, members were informed of the norms of the group. During the second session, the level of motivation and self-confidence of the clients was measured. The philosophy of motivational interviewing was also explained to members.
3-6	Feelings	In these meetings, clients were helped to rely on internal motivation to make change instead of external resources. They needed to cast their feelings on the barrier. With the participation of each member of the group, another layer was added to the awareness of the change and led to the start of the dialogue for change. The identification and listing of emotions and the impact of different behaviors on them were analyzed at the third and fourth sessions. At sessions 5 and 6, focus was on conducting reflective exercises.
7-11	Advantages & Disadvantages	These meetings focus on customer's doubts, "Good Things" and "Not So Good" focused on behavior and went on to increase awareness of the risks of the lifestyle and the disadvantages of individuals. It also focused on the ability of clients to assess self-confidence for change. During these sessions, emphasis was placed on three distinct experiences to achieve good feelings: muscle relaxation, excitement and arousal and imagination. At sessions 10 and 11, focus was on the categorization of alternative modes and exercises. experiences to have good feelings: relaxation, being excited and imagination
12-15	Values	Group facilitator helped members identify and validate values, intrinsic desire for change, and increased awareness of differences between behavior and values. The focus of the members was on increasing the diagnosis of the problem and the desire to change and increase their reasoning for change. At the fifteenth session, members identified and ranked their 6 priority values and evaluated and analyzed appropriate behaviors with their value priorities in the workplace.

16-18	Attitude / Final Appraisal & Final sessions	Prospects help members regain their potential. Having a vision will motivate the members of the group to become interested in a different path and retrieve parts of their own that they think they have lost. At the sixteenth session, a deliberate dialogue was conducted by the members. The purpose of the evaluation of the commitments, the level of confidence and motivation for the change in members after the closure of the meetings, was held at the 17th and 18th sessions.
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3. Results

In Table 2, the mean and standard deviation of organizational citizenship behavior scores and their components are shown separately for groups of counseling groups based on motivation and control interviews in three stages of measurement (pre-test, post-test, and follow-up). . As we have seen, in the experimental group, there is an increase in the scores in the post-test and follow-up stages compared to the pretest, but in the control group, the mean scores in the pre-test are not significantly different from the post-test and follow-up stages.

Table 2. Mean and standard deviation of organizational citizenship behavior scores at three measurement stages by each group

Group	Variables	Pretest		Posttest		Follow-up	
		Mean	SD	Mean	SD	Mean	SD
Experimental	Altruism	14.08	3.288	16.75	3.223	16.17	3.099
	Conciseness	16.17	2.657	19.08	2.843	18.25	2.527
	chivalry	12.58	3.029	15.42	2.875	14.67	2.741
	civility	14.83	2.329	18.17	2.552	17.42	2.314
	Social customs	10.75	2.598	13.67	2.674	13.17	2.480
	Organizational Citizenship behavior	68.42	5.632	83.08	6.112	79.67	5.990
Control	altruism	14.25	3.223	15.08	2.906	14.42	2.875
	Conciseness	15.92	2.712	16.92	2.466	16.08	2.875
	chivalry	13.42	2.778	14.17	2.209	13.50	2.780
	civility	14.50	2.747	15.33	2.462	15.00	3.593
	Social costumes	10.42	2.275	11.67	2.270	10.75	2.301
	Organizational citizenship behavior	68.50	5.792	73.17	5.859	69.75	7.967

Multivariate covariance analysis (MANCOVA) was used to determine the effectiveness of group-based motivational interviewing on organizational citizenship behavior. The results of this test are presented below. To do this, first, the assumption of data normalization was performed, which results of Kolmogorov-Smirnov test showed no significant difference

between groups, so data are normal ($P < 0.05$). In addition, the assumption of covariance matrix and homogeneity of variances were investigated and confirmed.

As shown in Table 3, there is a significant difference between the organizational citizenship behavior scores of the experimental and control groups in the post-test stage. In order to investigate the difference between the two groups of control and motivational interviews in each of the components of organizational citizenship behavior, the test of the effects between the subjects was used, the results are presented in Table 4.

Table 3. Multivariate covariance analysis for comparing organizational citizenship behavior between two groups in the post-test phase

Test	Value	F	df Hypothesis	df Error	Statistical power	P
Pillai's Trace	0.901	23.547	5	13	0.901	0.001
Wilks's lambda	0.099	23.547	5	13	0.901	0.001
Hotelling Trace	9.056	23.547	5	13	0.901	0.001
Roy's Largest Root	9.056	23.547	5	13	0.901	0.001

In Table 4, the results of the test of the inter-subject effects for the comparison of the components of organizational citizenship behavior in the experimental and control groups in the post-test phase are shown. According to the results, the F value obtained for all components was meaningful at the level of difference between the two groups ($P < 0.01$). Therefore, it can be concluded that motivational interviewing group counseling has a significant effect on promoting organizational citizenship behavior of employees.

Table 4. Interpersonal Impact Test for comparing the components of organizational citizenship behavior between two groups in the post-test phase

Variables	Source	Sum of squares	df	Mean of squares	F	P	Effect Value
Altruism	Between group	19.393	1	19.393	29.701	0.001	0.636
	Within group	11.100	17	0.653			
Conciseness	Between group	24.161	1	24.161	27.202	0.001	0.615
	Within group	15.100	17	0.888			
Charily	Between group	22.339	1	22.339	34.047	0.001	0.667
	Within group	11.154	17	0.656			
Civility	Between group	35.079	1	35.079	23.719	0.001	0.583

	Within group	25.142	17	1.479			
Social costumes	Between group	17.254	1	17.254	64.847	0.001	0.792
	Within group	4.523	17	0.266			

According to the results of Table 5, there is a significant difference between the organizational citizenship behavior scores of the two experimental and control groups at the follow-up stage. In order to investigate the difference between the two groups of control and motivational interview in each of the components of organizational citizenship behavior in the follow-up phase, the test of the inter-subject effects was used, the results are presented in Table 6.

Table 5. Multivariate covariance analysis for comparing organizational citizenship behavior between two groups in the post-test phase

Test	Value	F	df Hypothesis	df Error	Statistical power	P
Pillai's Trace	0.793	9.955	5	13	0.793	0.001
Wilks's lambda	0.207	9.955	5	13	0.793	0.001
Hotelling Trace	3.829	9.955	5	13	0.793	0.001
Roy's Largest Root	3.829	9.955	5	13	0.793	0.001

The results of the test of the inter-subject effects for comparing the components of organizational citizenship behavior in the experimental and control groups at the follow-up stage are shown in Table 6. According to the results, the F value obtained for all components was meaningful at the level of difference between the two groups ($P < 0.01$). Therefore, it can be concluded that the group-based motivational interviewing counseling has a significant effect on the promotion of organizational citizenship behavior of employees, which indicates the stability of the effects of intervention.

Table 6. Inter-subject effects test to compare organizational citizenship behavior components between two groups in the post-test at follow-up stage

Variables	Source	Sum of squares	df	Mean of squares	F	P	Effect Value
Altruism	Between group	19.492	1	19.492	24.804	0.001	0.593
	Within group	13.359	17	0.786			
Conciseness	Between group	23.141	1	23.141	29.059	0.001	0.631
	Within group	13.538	17	0.796			

Charily	Between group	21.063	1	21.063	18.409	0.001	0.520
	Within group	19.451	17	1.144			
Civility	Between group	26.301	1	26.301	16.800	0.001	0.497
	Within group	26.614	17	1.566			
Social costumes	Between group	26.150	1	26.150	43.331	0.001	0.718
	Within group	10.259	17	0.603			

4. Discussion

The results showed that group counseling based on motivational interviewing influences the organizational citizenship behavior of employees. So that the mean scores of the staff in the experimental group in the post-test and follow-up stage were significantly increased compared to the control group. This finding is consistent with the results of studies by Sayegh & colleagues (2017) (22), Simper & colleagues (2017) (23), Levine (2010) (24), Dehghanan & colleagues (2015) (14), Rajabbaigy & colleagues (2013) (15). Different research results have shown that organizations should consider three different patterns of behavior: 1. Organizations should attract and retain members; 2. Ensure that members have a reliable level of performance; the organization should encourage members to innovate and behave spontaneously beyond the role requirements for the purpose of achieving the functions of the organization. The third behavioral pattern is the same as organizational citizenship behavior and is not directly related to job descriptions (25). Accordingly, one of the ways to motivate and motivate organizational citizenship behavior is motivational interviewing. Motivational interviewing group counseling can facilitate the change of behavior, including organizational citizenship behavior, through the process of focusing during counseling sessions. In this context, Rochat (2018) in a research on the integrity of motivational interviewing in job counseling concluded that motivational interviewing interventions could help professional counseling interventions and resolve job problems (13). Sayegh & colleagues (2017), in a study on the effectiveness of motivational interviewing to prevent the exit from the occupational and educational program in young adults, concluded that the motivational interviewing approach would be a useful tool for the participants' work and education (22). Simper & colleagues (2017) also concluded that in their research on the effectiveness of motivational interviewing training for nutritionists, they were more effective in confronting

their clients in terms of empathy, orientation, support, independence, and persuasion (23). With a deep look at the components of motivational interviewing such as empathy, collaboration and the principle of motivating the central core to encourage and protect individual freedom for planning, one can explain the impact of motivational interviewing on promoting organizational citizenship behavior. In this regard, the results of the study of Dehghanan & colleagues (2015) as factors affecting the organizational citizenship behavior of the police showed that the factors affecting the citizenship of the organization include individual factors (motivation, personality traits, ability, job satisfaction and organizational commitment), management factors (style) Management and management control system) and organizational factors (organizational support, organizational culture and police justice). Therefore, based on the results of this study, one of the factors influencing the organizational citizenship behavior of employees is the promotion of internal motivation (14). In addition, the results of study by Rajabbaigy & colleagues (2013) showed that there is a direct and meaningful relationship between the four components of motivational, cognitive, metacognitive and behavioral factors, cultural intelligence, and organizational citizenship behavior. Based on the results of this study, one of the factors affecting organizational citizenship behavior is motivational component (15). In explaining this finding, it can be said that the basis of motivational interviewing is based on the three principles of participation, calling and respect for individual autonomy. Based on the principle of participation, motivational interviewing is a collaborative method, but ultimately it is the person who has to decide to change and make it works. According to the call principle, the motivational interview seeks to evoke those things that the individual has within himself to motivate and activate their internal resources for change, and ultimately, based on the principle of respect for autonomy, experts may give information to an individual, but ultimately it is the person who decides what to do. Accordingly, in the motivational interview, the change occurs during a process. What is certain is that employees of the organization can decide themselves about their role in the organization, which is an important factor in increasing their motivation and ultimately promoting their corporate citizenship behavior. Also in an expert motivational interview, an expert supports individual self-efficacy and believes that an employee can do the necessary work and succeed. People often have the knowledge and resources to make a favorite change, just once decide to do it, and in this case, the specialist will only act as a counselor and will propose possible ways that he can go. Therefore, the person's belief in the possibility of change is an important motivational factor (26). The limitations of this research can be mentioned above. Considering that this study was conducted on the industrial group of

Hadid Sazeh Pishro, it is necessary to take caution in generalizing its results to other employees. The self-report of the tool used was another limitation to this study, which should be taken into consideration.

5. Conclusion

In this research, the effect of group-based motivational interviewing counseling on the promotion of employee's organizational citizenship behavior was confirmed. Therefore, based on the aforementioned, the use of motivational interviewing-based group counseling programs because of the emphasis on individual efficiency can be effective in enhancing employees' organizational citizenship behavior. Moreover, these findings can help managers of different organizations to prepare and plan appropriately to improve organizational citizenship behavior of employees.

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