

An Investigation of the Role of Job Satisfaction in Employees' Organizational Citizenship Behavior

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ABSTRACT

Job satisfaction, as an integral part of organizational environment, can affect organizational citizenship behavior. Therefore, the present paper aimed at determination of the relationship between these two factors among the employees to provide an appropriate model. The population of this study consisted of all employees of Golestan Province industry, mine and trade organization (Iran), the number of whom is 154, out of which, 120 employees were selected as a sample by the simple random sampling method. For collecting the data, two questionnaires of job satisfaction and organizational citizenship behavior were applied, and the obtained data was analyzed using the statistical methods of Kolmogorov–Smirnov test, Spearman's correlation, Pearson's correlation coefficient, Regression analysis, F-test and T-test. From the results, it was found that the variable of job satisfaction had a significant positive relationship with organizational citizenship behavior and one unit increase in organizational citizenship behavior is resulted from 0.622 unit increase in job satisfaction.

Key words: job satisfaction, organizational citizenship behavior, employees, pearson's correlation test, regression analysis

Introduction

Human resources are considered as the most important asset and strategic factors of any organization. In particular, in government agencies, policy makers exert their policies through human resources. Satisfied and motivated workforce plays an important role in promoting policies and adjusted programs. Recognizing the employees' job satisfaction can help managers to improve the productivity of human resources¹. Job satisfaction refers to the desires or positive feelings that people have toward their jobs. In fact, people have higher job satisfaction, are more loyal to their employer and like their job more. Therefore, they can satisfy their needs and have positive feelings towards it. Job satisfaction is also defined as the individual's feelings of his/her own job and positive attitudes toward it².

In other word, job satisfaction is defined as the helpful and positive emotional feelings in person after doing the task. However, job satisfaction is not a single factor, but is an intermediate relation combining job duties, responsibilities, actions and reactions, motivations, encour-

agements and hopes³. According to Herzberg's motivation-hygiene theory, the factors which play an important role in job satisfaction are categorized in two groups: The first group factors are called motivating factors (intrinsic factors). These factors – success taking responsibility, appreciation, recognition, advancement possibility – are related to job. The second group, are named hygienic factors (extrinsic or situational factors) are related to the job environment and its conditions. Policies of organization, Working conditions, supervision and interpersonal relations are included in this group⁴.

Kalleberg (1977) proposed that job satisfaction has two components. Intrinsic job satisfaction indicates people's feelings about the nature of the job tasks themselves whereas extrinsic job satisfaction refers to people's feelings about aspects of work situations that are external to the job tasks or work itself^{5,6}. Thus, Job satisfaction is defined as a person's evaluation of his/her job and work context⁷. Lack of job satisfaction results in staff's morality reduction and this issue has negative ef-

fect on organization productivity. Therefore, agencies managers have to investigate the symptoms low morality and job dissatisfaction continuously and take actions in this regard⁸.

The most used research definition among all ones of job satisfaction is presented by Locke (1969). According to him, job satisfaction is a pleasurable or positive emotional feeling resulting from one's evaluation towards his job and his job experience through comparing between what he expects from his job and what he actually gains from it^{9,10}. Also job satisfaction is considered as a result of the interaction of the employee and his perceptions towards his job and work environment^{11,12}. In general, successful organizations have more satisfied employees, while low job satisfaction may seriously affect the organization¹³.

Organizational citizenship behavior has attracted the most attention in organization and management literature and many of definitions, concepts and outcomes of this phenomenon in the workplace have been suggested by American researchers^{14–21}. Generally it is suggested that organizational citizenship behavior represents those groups of beneficial organizational behavior which cannot be justified through formal role obligations and reward system in the organization²².

Examples of organizational citizenship behavior consists of helping voluntarily other employees, providing innovative suggestions to improve the organization, not overwhelming employees' rights, not requesting unnecessary leaves, participating in the elective meetings²³.

The importance of organizational citizenship behavior (OCB) investigation is as follows: 1) Emphasis on the organizational citizenship behavior could minimize the conflicts due to ambiguity in job expectations. 2) Organizational citizenship behavior decreases to allocate rare resources via emphasis on extra role behaviors. 3) Educational institutes can provide the atmosphere which organizational citizenship behavior is motivated and facilitated. In this environment, facilitating factors of the organizational citizenship behaviors increase which result in decreasing obstacles. 4) It provides the opportunity of having a deeper understanding from organizational citizenship behavior factors and occupational and relative variables for the higher educational administrations²⁴.

According to Organ theory, organizational citizenship behavior has 5 dimensions:

Conscientiousness: Organ has defined it as dedication to job which exceeds formal requirements. Based on his opinion, people with high citizenship behavior, continue their job in the worst condition, even illness. This indicates their commitment to work.

Altruism: it refers to discretionary and useful behaviors such as empathy, friendship and compassion that have the effect of helping another person with organizationally relevant tasks or problems.

Civic Virtue: it refers to responsible participation of employees in political life cycle of organization and supporting the administrative function of the organization such as additional and extracurricular activities when their attendance is not necessary and etc. These behaviors indicate that staffs realize themselves as a part of organization and accept its responsibilities which entails.

Sportsmanship: it refers to the willingness to tolerate circumstances without complaining. Organ (1988) defined it as the behavior of warmly tolerating the irritations that are an inevitable part of nearly every organizational setting.

Courtesy: it is the discretionary behavior aimed at preventing work-related problems with others from occurring. This dimension indicates that the staffs behave respectfully with colleagues, supervisors and clients^{25–27}.

Due to the importance of job satisfaction and OCB and also to gain a better understanding of the relations among mentioned variables, a comprehensive investigation of this issue is needed mainly to improve and promote the organization.

In 2006, a study entitled »An integrative model of job characteristics, job satisfaction, organizational commitment, and organizational citizenship behavior« was conducted by Ünüvar. A sample of 300 employees from 60 companies was selected. The data was collected at the location of the firms by using a survey instrument. In general, the findings showed that job satisfaction and organizational commitment were positively associated with the citizenship dimensions of courtesy and sportsmanship²⁸.

Footo and Tang performed a study entitled »Job satisfaction and organizational citizenship behavior(OCB): Does team commitment make a difference in self-directed teams?« in 2008. The number of 242 employees who were involved in self-directed teams at three geographically diverse manufacturing facilities completed the Survey questionnaires measuring team commitment, OCB, and job satisfaction. Hierarchical multiple regression was applied to evaluate hypotheses. Findings showed that the relationship between job satisfaction and OCB was significant, as the relationship between team commitment and OCB. Most importantly, the relationship between job satisfaction and organizational citizenship behavior was moderated by team commitment, and the relationship was stronger when team commitment was high²⁹.

In 2011, Salehi and Gholtash conducted a study entitled »The relationship between job satisfaction, job burn-out and organizational commitment with the organizational citizenship behavior« for providing a proper model. The population of this study consists of all members of the faculty of the first district branches of Islamic Azad University, the number of whom is 3100, out of which, 341 were selected as a sample by the stratified sampling method. The results showed that the level of organiza-

tional citizenship behaviors slightly more than average. The variables of job satisfaction and organizational commitment have a positive effect and burnout and organizational atmosphere have a negative effect on organizational citizenship behavior. Of the job satisfaction components, job entity, satisfaction from colleagues and salary can predict the organizational citizenship behavior in a positive direction. Among the triple components of burnout (i.e. reduced personal accomplishment, depersonalization, emotional exhaustion), all three can predict the organizational citizenship behavior in a negative direction. Among the triple components of the organizational commitment, only normative commitment can predict the organizational citizenship behavior in a positive direction. Among the five components of the organizational atmosphere, only the supportive behavior of manager has a positive effect on the organizational citizenship behavior³⁰.

In 2010, a study entitles »The relationship of organizational citizenship behavior with job satisfaction, turnover intent, life satisfaction, and burnout among correctional staff« was performed by Lambert. The data collected from 160 correctional staff from a Midwestern prison. The findings showed that organizational citizenship behaviors had a significant positive relationship with job satisfaction and life satisfaction³¹.

Sharma conducted a study entitled »Organizational citizenship behavior in public and private sector and its impact on job satisfaction: A comparative study in Indian perspective« in 2011. The data was collected from 200 managerial and non-managerial staff from both public and private sector organizations. The findings showed that employees in the public sector organizations have a higher level of OCB in comparison to the private sector organizations and also the job satisfaction increases based on the increase in OCB and vice versa³².

In 2011, Sesen et al. studied the effect of burnout on organizational citizenship behavior under the mediating role of job satisfaction. Data was collected from 257 nurses in three university hospitals. The obtained results from regression analysis demonstrated that among burnout dimensions, only personal accomplishment reduction had an effect on OCB-O (OCB toward organization), while emotional exhaustion and depersonalization had no effect. Furthermore, from the mediation analysis, job satisfaction was found as a mediator in the relation between reduced personal accomplishment and OCB-O. However, it didn't show any mediating role in the relation between all three burnout dimensions and OCB-I (OCB toward individuals)³³.

In 2012, Mehboob and Bhutto studied job satisfaction as a predictor of organizational citizenship behavior a study of faculty members at business institutes. The sample of this study is consisted of 84 faculty members of three business institutes. For collecting the data, two measuring instruments were applied. The Job satisfaction was measured on the basis of extrinsic and intrinsic factors, while OCB was measured on the basis of five dimensions (civic virtue, altruism, conscientious, sports-

manship and courtesy). The results showed that the job satisfaction of the faculty members was in a high level while OCB was in a moderate level at Business Institutes. Besides there was a weak relationship between job satisfaction and OCB dimensions. The job satisfaction just had a relationship with courtesy and no other dimensions. Also it was found that job satisfaction is a weak predictor of OCB and only has partial influence in predicting courtesy and altruism degree³⁴.

Theoretical Framework

The goal of this study is to survey the relationship between job satisfaction and organizational citizenship behavior among industry, mine and trade organization (IMTO) employees of Golestan province-Iran. In general, theoretical principles indicate that there is a positive relationship between job satisfaction and OCB.

According to the conceptual model of research illustrated in Figure 1, the relationship of job satisfaction (independent variables) will be studied with OCB and its components (dependent variable). Based on Organ's opinion, organizational citizenship behavior components is composed of civic virtue, altruism, conscientiousness, sportsmanship and courtesy²⁶.

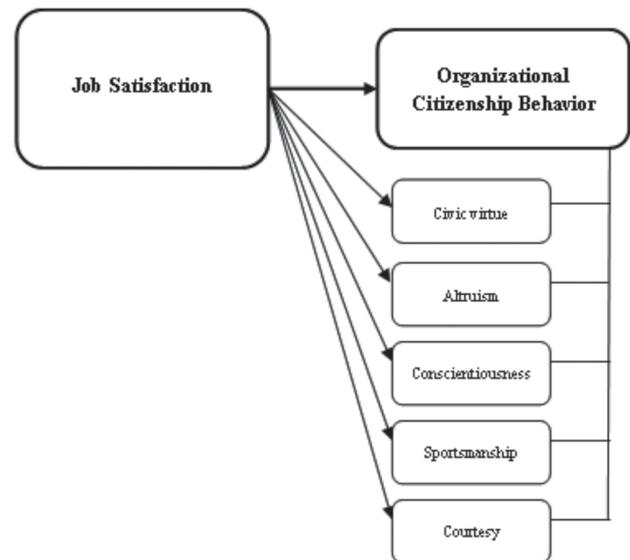


Fig. 1. Conceptual model of research.

Hypotheses

To reiterate, the following hypotheses were made:

Main Hypothesis 1: Job satisfaction has a positive relationship with organizational citizenship behavior.

Sub-Hypothesis 1: Job satisfaction has a positive relationship with civic virtue.

Sub-Hypothesis 2: Job satisfaction has a positive relationship with altruism.

Sub-Hypothesis 3: Job satisfaction has a positive relationship with conscientiousness.

Sub-Hypothesis 4: Job satisfaction has a positive relationship with sportsmanship.

Sub-Hypothesis 5: Job satisfaction has a positive relationship with courtesy.

Materials and Methods

The present research is considered as an applied, correlation-survey study.

Participants

The data is gathered through 154 employees working in industry, mine and trade organization of Golestan province-Iran. Sample volume was estimated 108 persons based on Krejcie and Morgan's sample size determination table³⁵. The questionnaires were distributed among 120 persons and finally 110 questionnaires were returned. These persons were selected by simple random sampling.

Instruments

For collecting data, the job satisfaction and OCB questionnaires were used.

Job satisfaction Questionnaire: To measure general job satisfaction, participants used a 5-point Likert type rating scale that consists of 22 items. Higher scores indicate more job satisfaction.

Organizational citizenship behavior: It consists of 15 items and designed to measure five OCB dimensions proposed by Organ that are labeled altruism (3 items), conscientiousness (3 items), sportsmanship (4 items), civic virtue (3 items) and courtesy (2 items). Each item was answered via a 5-point Likert scale.

In order to determine validity of the questionnaires, the method of content validity was applied, and the reliability was calculated by Cronbach's alpha³⁶⁻⁴¹, by which the acceptable coefficients of 0.932 for job satisfaction and 0.946 for organizational citizenship behavior were obtained.

Data analysis

Data analysis was performed in two descriptive and inferential statistics levels. In descriptive statistics level, different kinds of central and dispersion indexes were used whereas in inferential statistics level, Kolmogorov-Smirnov test⁴², Spearman's correlation test⁴³⁻⁴⁶, Pearson's correlation test⁴⁷⁻⁴⁹, Regression analysis, F-test and T-test⁵⁰ and also statistical software such as SPSS and Excel were implemented.

Results and Discussion

Demographic characteristics of the sample

According to the obtained results among population, 80 persons (72.7%) were male and 30 persons (27.3%)

were female. Also, based on the education level, 30 persons (27.3%) had diploma and associate degree, 60 persons (54.5%) had bachelor's degree and 20 persons (18.2%) had master's degree and higher. According to work experience, 53 persons (48.2%) had lower than 10 years experience, 44 persons (40%) had between 10 to 20 years and 13 persons (11.8%) had 20 years and more.

Investigating the employees' job satisfaction and organizational citizenship behavior based on their gender revealed that the average score of job satisfaction in men was 3.08 and in women was 2.93. In the case of organizational citizenship behavior, the average score was 2.34 for men and 2.50 for women. Accordingly, it was found that job satisfaction of both groups was in a higher than average level. However, organizational citizenship behavior of both groups was in an average level.

Exploring the Status of these two variables based on the education level showed that the average score of job satisfaction in people with diploma and associate's degree was 3.09, bachelor's was 3.09 and master degree and higher was 2.84, while the average scores of organizational citizenship behavior in people with diploma and associate's degree was 2.23, bachelor's was 2.43 and master degree and higher was 2.46. Accordingly, it was found that job satisfaction of the employees with diploma and associate's degree and also with bachelor's degree was in a higher than average level meanwhile for the employees with master's degree and higher it was in an average level. In the case of the other variable, their organizational citizenship behavior was in an average level.

Furthermore, surveying the status of research variables based on the work experience demonstrated that the average score of job satisfaction in employees with work experience of less than 10 years was 3.13, between 10 to 20 years was 2.90 and between 20 to 30 years was 3.16. Also, the average score of organizational citizenship behavior in employees with work experience of less than 10 years was 2.24, between 10 to 20 years was 2.36 and between 20 to 30 years was 2.17. Accordingly, it was found that job satisfaction of all employees was in a higher than average level and their organizational citizenship behavior was in an average level.

Inspecting the average percentage of amplitude in job satisfaction and organizational citizenship behavior components demonstrated that the average percentage for

TABLE 1
THE AVERAGE PERCENTAGE OF AMPLITUDE IN JOB SATISFACTION SCALES

Component	Job satisfaction
Questionnaire scale	
Very dissatisfied	0
Dissatisfied	0
Neither satisfied nor dissatisfied	26.4
Satisfied	52.7
Very satisfied	20.9
Total	100

TABLE 2
THE AVERAGE PERCENTAGE OF AMPLITUDE IN OCB COMPONENTS

Courtesy	Sportsmanship	Conscientiousness	Altruism	Civic virtue	Component Questionnaire scale
5.5	1.8	58.2	34.5	10.9	Strongly Agree
29.1	17.3	34.5	50.9	46.4	Agree
32.7	67.3	67.3	14.5	39.1	Neither
20	13.6	13.6	0	2.7	Disagree
12.7	0	0	0	0.9	Strongly Disagree
100	100	100	100	100	Total

job satisfaction was in a higher than average level while among organizational citizenship behavior components, civic virtue, altruism and conscientiousness were in a very high level, sportsmanship was in a high level and courtesy was in an average level (see Tables 1 and 2).

Inferential statistics analysis

In order to ascertain whether the data was normally distributed or not we applied Kolmogorov-Smirnov test where the null hypothesis was that the data is normally distributed. The results of the normality test are represented in Table 3.

TABLE 3
THE SUMMARY OF KOLMOGOROV-SMIRNOV TEST

Kolmogorov – Smirnov	P-value Asymp. Sig. (2-tailed)	N
0.723	0.657	110

As can be perceived from the data in Table 3, P-value is much more than 0.05. Therefore it can be concluded that the null hypothesis is supported and the distribution is normal. Next, the details of the hypotheses along with the results of our statistical tests will be presented.

Main hypothesis

The main hypothesis of this research indicates that there is a significant relationship between job satisfaction and organizational citizenship behavior. Therefore, in order to evaluate this hypothesis, Spearman and Pearson's correlation tests were performed. The results are represented in Table 4.

It is seen from the above table that Spearman and Pearson's correlation coefficients are 0.644 and 0.622, respectively. As the level of significance for rejecting the null hypothesis was taken to be p-value <0.05, therefore we can conclude that above hypothesis is supported. It means that there is a positive relationship between job

TABLE 4
RESULT OF SPEARMAN AND PEARSON'S CORRELATION TESTS BETWEEN JOB SATISFACTION AND OCB

	Organizational citizenship behavior			N
	Spearman's correlation coefficient	Pearson's correlation coefficient	Sig. (2-tailed)	
Job satisfaction	0.644*	0.622*	0.000	110

* Correlation is significant at the 0.01 level (2-tailed).

satisfaction and OCB. In fact, an increase in job satisfaction of employees leads to an increase in their OCB and vice versa. In following, the regression model is calculated between job satisfaction and OCB.

The significance level represented in Table 5 demonstrated that, this test is significant and there is a linear regression model between above factors (p-value <0.05 indicates the test is significant). In other words, there is a linear relationship between the employees' job satisfaction and OCB.

According to the adjusted R² value represented in the above table, 39% variation in OCB with job satisfaction variable could be predicted by this model.

Now it is possible to determine the model parameters by means of coefficients represented in Table 6.

Based on the data presented in the above table, the final model can be expressed as follow:

$$Y = +0.622 X \tag{1}$$

where Y and X stand for organizational citizenship behavior (the independent variable) and job satisfaction, respectively.

The positive sign in front of the X term in Eq. (1) indicates that there is a positive-linear relationship between

TABLE 5
ANALYSIS OF VARIANCE (ANOVA) FOR JOB SATISFACTION-OCB

	Sum of squares	Degree of freedom	\bar{X} square	F-value	Sig.	R Square
Regression	7.862	1	7.862	67.671	0.000	0.387
Residual	12.432	107	0.116			
Total	20.294	108				

TABLE 6
REGRESSION MODEL OF JOB SATISFACTION-OCB RELATIONSHIP

Response variable	Influential variable	Unstandar- dized Coefficients	Standar- dized Coefficients	t	Sig.
		B	Beta		
OCB	Job satisfaction	0.424	0.622	8.226	0.000

the job satisfaction and OCB. It means that an increase in job satisfaction leads to an increase in OCB and vice versa. In other words, one unit increment in OCB arises from 0.622 unit increment in job satisfaction.

First sub-hypothesis

The first subsidiary hypothesis indicates that there is a significant relationship between job satisfaction and civic virtue in IMTO employees. In order to evaluate this hypothesis, we hired Spearman and Pearson's correlation tests. The results are presented in Table 7.

TABLE 7
RESULTS OF THE SPEARMAN AND PEARSON'S CORRELATION TESTS BETWEEN JOB SATISFACTION AND CIVIC VIRTUE

	Civic virtue			N
	Spearman's correlation coefficient	Pearson's correlation coefficient	Sig. (2-tailed)	
Job satisfaction	0.396*	0.389*	0.000	110

* Correlation is significant at the 0.01 level (2-tailed).

It is seen from the above table that Spearman and Pearson's correlation coefficients are 0.396 and 0.389, respectively. As the level of significance for rejecting the null hypothesis was taken to be p-value <0.05, therefore we can conclude that above hypothesis is supported. It means that there is a positive relationship between job satisfaction and civic virtue. In fact, an increase in job satisfaction of employees leads to an increase in their civic virtue and vice versa.

Second sub-hypothesis

The second subsidiary hypothesis indicates that there is a significant relationship between job satisfaction and altruism in IMTO employees. In order to evaluate this hypothesis, we hired Spearman and Pearson's correlation tests. The results are presented in Table 8.

TABLE 8
RESULTS OF TESTS OF SPEARMAN AND PEARSON'S CORRELATION TESTS BETWEEN JOB SATISFACTION AND ALTRUISM

	Altruism			N
	Spearman's correlation coefficient	Pearson's correlation coefficient	Sig. (2-tailed)	
Job satisfaction	0.283*	0.277*	0.003	110

* Correlation is significant at the 0.01 level (2-tailed).

It is seen from the above table that Spearman and Pearson's correlation coefficients are 0.283 and 0.277, respectively. As the level of significance for rejecting the null hypothesis was taken to be p-value <0.05, therefore we can conclude that above hypothesis is supported. It

means that there is a positive relationship between job satisfaction and altruism. In fact, an increase in job satisfaction of employees leads an increase in their altruism and vice versa.

Third sub-hypothesis

The third subsidiary hypothesis indicates that there is a significant relationship between job satisfaction and conscientiousness in IMTO employees. In order to evaluate this hypothesis, we hired Spearman and Pearson's correlation tests. The results are presented in Table 9.

It is seen from the above table that Spearman and

TABLE 9
RESULTS OF TESTS OF SPEARMAN AND PEARSON'S CORRELATION TESTS BETWEEN JOB SATISFACTION AND CONSCIENTIOUSNESS

	Conscientiousness			N
	Spearman's correlation coefficient	Pearson's correlation coefficient	Sig. (2-tailed)	
Job satisfaction	0.280*	0.274*	0.004	110

* Correlation is significant at the 0.01 level (2-tailed).

Pearson's correlation coefficients are 0.280 and 0.274, respectively. As the level of significance for rejecting the null hypothesis was taken to be p-value <0.05, therefore we can conclude that above hypothesis is supported. It means that there is a positive relationship between job satisfaction and conscientiousness. In fact, an increase in job satisfaction of employees leads an increase in their conscientiousness and vice versa.

Fourth sub-hypothesis

The fourth subsidiary hypothesis indicates that there is a significant relationship between job satisfaction and sportsmanship in IMTO employees. In order to evaluate this hypothesis, we hired Spearman and Pearson's correlation tests. The results are presented in Table 10.

It is seen from the above table that Spearman and Pearson's correlation coefficients are 0.548 and 0.510, respectively. As the level of significance for rejecting the null hypothesis was taken to be p-value <0.05, therefore we can conclude that above hypothesis is supported. It means that there is a positive relationship between job

TABLE 10
RESULTS OF TESTS OF SPEARMAN AND PEARSON'S CORRELATION TESTS BETWEEN JOB SATISFACTION AND SPORTSMANSHIP

	Sportsmanship			N
	Spearman's correlation coefficient	Pearson's correlation coefficient	Sig. (2-tailed)	
Job satisfaction	0.548*	0.510*	0.000	110

* Correlation is significant at the 0.01 level (2-tailed).

satisfaction and sportsmanship. In fact, an increase in job satisfaction of employees leads an increase in their sportsmanship and vice versa.

Fifth sub-hypothesis

The fourth subsidiary hypothesis indicates that there is a significant relationship between job satisfaction and courtesy in IMTO employees. In order to evaluate this hypothesis, we hired Spearman and Pearson's correlation tests. The results are presented in Table 11.

TABLE 11
RESULTS OF TESTS OF SPEARMAN AND PEARSON'S
CORRELATION TESTS BETWEEN JOB SATISFACTION AND
COURTESY

	Courtesy			N
	Spearman's correlation coefficient	Pearson's correlation coefficient	Sig. (2-tailed)	
Job satisfaction	0.625*	0.629*	0.000	110

* Correlation is significant at the 0.01 level (2-tailed).

It is seen from the above table that Spearman and Pearson's correlation coefficients are 0.625 and 0.629, respectively. As the level of significance for rejecting the null hypothesis was taken to be p -value < 0.05 , therefore we can conclude that above hypothesis is supported. It means that there is a positive relationship between job satisfaction and courtesy. In fact, an increase in job satisfaction of employees leads an increase in their courtesy and vice versa.

Conclusion

As mentioned earlier, this study aimed at investigating the relationship between job satisfaction and organizational citizenship behavior. In order to evaluate the main hypothesis and its sub – hypotheses, the Spearman and Pearson's correlation tests were employed. Since, for all hypotheses the significance level was less than the error level, H_0 hypothesis was rejected. It means that there is a significant relation between job satisfaction with OCB and its components at the 95% confidence level with Spearman and Pearson's correlation coefficients of 0.644 and 0.622, respectively. The positive coefficients would indicate that there is a positive relation between these two variables which means increasing in job satisfaction results in increasing OCB and vice versa. Comparisons were made between the results presented here and the findings from the other researches:

Ünüvar conducted a study entitled »An integrative model of job characteristics, job satisfaction, organizational commitment, and organizational citizenship behavior« in 2006. The findings showed that job satisfaction had a positive relationship with two citizenship dimensions: courtesy and sportsmanship²⁸. Foote and Tang studied the relationship between job satisfaction

and organizational citizenship behavior and the results showed that the relationship between these two variables was significant. Above all, the relationship between job satisfaction and organizational citizenship behavior was moderated by team commitment, and the relationship was stronger when team commitment was high²⁹. Salehi and Gholtash investigated the relationship between job satisfaction, job burnout and organizational commitment with the organizational citizenship behavior in 2011 and the results demonstrated that the variable of job satisfaction has a positive effect on organizational citizenship behavior and among job satisfaction components, job entity, satisfaction from colleagues and salary can predict the organizational citizenship behavior in a positive direction³⁰. In addition, Lambert investigated the relationship of organizational citizenship behavior with job satisfaction, turnover intent, life satisfaction, and burnout in 2010. From the results, it was found that OCB has a significant positive relationship with job satisfaction³¹. Sharma carried out a study to compare OCB in public and private sector and its impact on job satisfaction in 2011. The findings showed that the job satisfaction has a positive relationship with OCB³².

However, in 2012, Mehboob and Bhutto studied job satisfaction as a predictor of organizational citizenship behavior. The results showed that the job satisfaction of the faculty members was in a high level while OCB was in a moderate level at business institutes. Besides there was a weak relationship between job satisfaction and OCB dimensions. The job satisfaction just had a relationship with courtesy and no other dimensions. Also it was found that job satisfaction is a weak predictor of OCB and only has partial influence in predicting courtesy and altruism degree³⁴. Furthermore, in 2011, Sesen et al. made inquiries about the effect of burnout on organizational citizenship behavior under the mediating role of job satisfaction. And the obtained results demonstrated that among burnout dimensions, only personal accomplishment reduction had an effect on OCB-O (OCB toward organization), while emotional exhaustion and depersonalization had no effect. Furthermore, from the mediation analysis, job satisfaction was found as a mediator in the relation between reduced personal accomplishment and OCB-O. However, it didn't show any mediating role in the relation between all three burnout dimensions and OCB-I (OCB toward individuals)³³.

Based on the results obtained in this survey and the validation of the hypotheses which indicates a positive relationship between the job satisfaction with OCB and its components among IMTO employees, the following suggestions are offered:

It is recommended to administrators of this organization to increase the employees' job satisfaction through the strategies such as respecting and valuing them, increasing their salary, promoting their knowledge via holding training courses, preparing necessary facilities to continue their education and also improving their interpersonal and work relationships and etc. to provide more organizational citizenship behaviors.

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ISTRAŽIVANJE ULOGE ZADOVOLJSTVA POSLOM U ORGANIZACIJSKOM PONAŠANJU GRAĐANSTVA

SAŽETAK

Zadovoljstvo poslom, kao sastavni dio organizacijskog okruženja, može utjecati na organizacijsko ponašanje građana. Stoga je ovaj rad usmjeren na utvrđivanje odnosa između ova dva faktora među zaposlenicima te osigurati odgovarajući model. Uzorak u ovom istraživanju sastojao se od svih zaposlenika u Golestan provincijskoj industriji mina i trgovinske organizacije (Iran), kojih je 154, a od čega je 120 zaposlenih izabrano kao uzorak jednostavnom metodom slučajnog uzorkovanja. Za prikupljanje podataka, primijenjena su dva upitnika zadovoljstva poslom i organizacijskog ponašanja građana, a dobiveni podaci su analizirani pomoću statističke metode Kolmogorov-Smirnov, Spearmanov korelacije, Pearsonovog koeficijenta korelacije, regresijske analize, F-test i T-test. Iz rezultata utvrđeno je da je varijabla zadovoljstva poslom ima značajanu pozitivnu korelaciju s organizacijskim ponašanjem građana i povećanje organizacijskog ponašanja građana rezultiralo je s 0,622 povećanim udjelom zadovoljstva poslom.