



## Job Satisfaction and Organizational Commitment a Reflection of Organizational Citizenship Behaviors

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### ABSTRACT

Job behaviors play an important role in service quality. Therefore, it is essential to recognize determinants to job behavior and reveal their relationships. The present study aims to determine job satisfaction, organizational commitment and their relationship with organizational citizenship behavior. This is an analytical descriptive study on 300 employees of a bank in Kermanshah, Iran. Participants were selected through simple random sampling process in accordance with population size; it accomplished during 30 working days. Two reliable and valid questionnaires were used to gather needed data: a demographic researcher made questionnaire and standard job satisfaction survey by Visoki and Korm (1991), organizational commitment by Meyer and Allen (1990) and organizational citizenship behaviors by Konovsky and Organ (1996). Data, then, was analyzed using SPSS-20 through analytic and descriptive tests at significance level of 0.05. Most participants were male (%56.7), married (%79), owning a house (%54) and undergraduate (%78.3). The highest score resulted from three major variables of job satisfaction, organizational commitment and organizational citizenship behaviors (%70.42 from the total). There was a significant, meaningful correlation between three major variables where it was more significant between job satisfaction and organizational citizenship behaviors ( $r=0.7$  at  $P<0.001$ ). Job satisfaction, organizational commitment and organizational citizenship behaviors had positive meaningful influence on one another and focusing on each leads to emphasis on the other. Therefore, it is suggested that these two variables and their sub-categories be emphasized to enhance the level of the desired behaviors.

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### 1.Introduction

Job satisfies much of the basic economical requirements and creates social identity and feeling of being useful; many people spend long hours of day at their occupation [1]. On the other hand, manpower is considered as the most precious capital of each organization [2] and organization progress is dependent to its staff attempts and job satisfaction [3]. Among this, economical organizations are considered very important to society [4]. In Iran such organizations face various challenges which a most important one is offering proper services. In this regard, an influential factor to improve service quality is human factors which could play a vital role to organization development and progress; as the result providing needed motivation to do a task is the major and most complex responsibility of a manager [5]. Another

management attempt to keep and reserve manpower is to create job satisfaction among staff [3]. Job satisfaction represents positive feelings and attitudes that people have to different dimensions of their occupations and may influence their job behaviors [1]. Job motivation and output of staff with high job satisfaction has been investigated by experts. In this regard, some studies suggested a direct relationship between job satisfaction and high rate of corporation among staff to gain organization goal, customers' satisfaction, improving staff commitment to the organization, increasing organizational efficiency and profitability [6-8]. Also, studies on staff job satisfaction suggested a relationship between employees' job satisfaction and their physical and mental health and it is meaningful relative to spiritual and mental

problems, fatigue, low self-confidence, depression and anxiety [9]. On the other hand, lack of job satisfaction results in low spirit among staff, anxiety, low labor, being absent, resignation, leave the job, early retirement and physical and spiritual problems [3, 8]. Job satisfaction could be created due to conditions and events experienced by the individual at work, as the results, management style, organization culture, organization structure, job nature, job condition and relationship with colleagues seems to be important to create job satisfaction [10].

Organization commitment first was suggested by Becker in 1960 [11]. Most researchers believed that organization commitment includes attitude and behavior. Attitude expresses individual's loyalty to organization. This type of commitment emphasizes on individual's correspondence and corporation in organization. On the other hand, behavior commitment shows the process of linking individuals and organization and focuses on individuals' activities. Allen and Meyer [12] considered emotional, continuous and task commitment as parts of attitude commitment, though Becker defined organization commitment as the tendency to cooperate in direction to a task. He suggested that individuals would grow their commitment when they recognize that their cooperation would affect their future position in the organization [13].

Organizational citizenship behaviors is considered as a part of moral, humanity commitment, and results from the studies presented that staff with higher organizational citizenship behaviors showed better job satisfaction [14]. Experts believed that organizational citizenship behaviors were created due to satisfaction and increasing organization functioning [15].

In public and organization fields, categorizing and classifying 30 samples of organizational citizenship behavior showed seven dimensions of helpfulness, magnanimity, organizational loyalty, organization subordination, personal innovations, civic virtue and self-development to this structure [16].

Some results from studies in occupational fields suggested a positive relationship between job satisfaction and organizational citizenship behaviors level [17, 18]; however, results from other studies showed no relationship between these two variables [19]. In response to this discrepancy, researchers suggested that other personal variables such as organizational commitment could play an intermediate role to the relationship between job satisfaction and organizational citizenship behaviors. In fact, organizational commitment as staff emotional and mental dependency to organization [20] could affect staff tendency to spend energy and their loyalty to organization system and this way improves organizational citizenship behaviors among staff. Most findings from studies support the mediating role of organization commitment in relation to job satisfaction and organizational citizenship behaviors [18]. Making use of modeling based methods, researchers found that job satisfaction and organizational commitment were determinants to organizational citizenship behaviors [21-24], though there has been much discrepancy among results from the studies. For instance, Tabarasa et al. [24] concluded that job satisfaction had no direct role in organizational citizenship behaviors; however it has been reported to be meaningfully effective in other studies [21-24]. Podsakoff et al. believed that organizational citizenship be-

haviors were mainly affected by field variables including job and cultural features, therefore it seems necessary to consider field of activity to gain valid results [16]. Though organizational citizenship behaviors in medical care fields are known to be significant, little research has investigated its determinants in Iran. As the result, the present study aims to determine the relationship among job satisfaction and organizational commitment and organizational citizenship behaviors in employees of a bank in Kermanshah, Iran.

## **2. Methods**

### **2.1. Participants and Procedure**

It was an analytical, descriptive study among staff of a bank in Kermanshah, Iran. Samples were selected through some steps. First, 4 districts were randomly chosen among all banking districts in Kermanshah. Then, sampling was accomplished randomly in accordance to the population size and inclusion criteria and 310 employees were studied. Omitting the incomplete questionnaires, 300 questionnaires were analyzed. Inclusion criteria included at least a year of job experience, not having any other occupations, not being a manager and tendency to cooperate in the study. Exclusion criteria included incomplete questionnaires and no tendency to participate in the study.

### **2.2. Measure**

Questionnaires had four parts and information was gathered by self-reporting among the participants.

#### **Part one (Topography Questionnaire):**

participants features including age (year), gender (male or female), marital status (single, married, widowed), higher education (under graduate, master degree, PHD), job experience (year) and employment (contract, contractual, hired, projection) were investigated through their self-reporting.

#### **Part two (Job Satisfaction Questionnaire):**

Visoki and Krom (1991) designed the questionnaire to include 41 items on five different job dimensions. Answers were chosen from a five-item Likert scale from 1 (a little) to 5 (very much). Job components considered in the questionnaire included job nature with 10 items (items 1 to 10 with maximum and minimum scores of 50 and 10), management with 10 items (items 11 to 20 with 50 to 10 scores), colleagues with 10 items (items 21 to 30 with 50 to 10 items), promotion with 5 items (items 31 to 35 with 25 to 5 scores) and salary and advantages with 6 items (items 36 to 41 with 30 to 6 scores). Considering the score each individual gains from each component of questionnaire, job satisfaction score is calculated through summing up the scores from each component and dividing it to 5. Having the total score from the questionnaire, the higher the score is, the better is the job satisfaction. The questionnaire has been used widely in various studies on job satisfaction and its reliability has been proved [25, 26].

#### **Part three (Organizational Commitment Questionnaire):**

Allen and Meyer (1990) included 24 items in three subscales of emotional commitment with 8 items (items 1, 4, 7, 10, 13, 16, 19 with maximum and minimum scores of 45 to 8), continuous commitment with 8 items (items 2, 5, 8, 11, 14,

17, 20, 23 with 50 to 10 scores) and normative commitment with 8 items (items 3, 6, 9, 12, 15, 18, 21, 24 with 50 to 10 scores). Answers were chosen among a five-item Likert scale from 1 (a little) to 5 (very much). This questionnaire has been used in many different studies on organizational commitment [27-29]. Its reliability was confirmed in several studies [27, 28].

**Part four (Organizational Citizenship Behavior Questionnaire):**

Konovsky and Organ (1996) designed the questionnaire to include 15 items to check 5 subscales including altruism (items 1, 2, 3 with maximum and minimum scores of 12 and 3), moral senses (items 4, 5, 6 with 12 to 3 scores), magnanimity (items 7, 8, 9, 10 with 16 to 4 scores), civil behavior ( items 11, 12, 13, with 12 to 3 scores) and politeness (items 14, 15 with 8 to 2 scores). Answers were chosen among a 5-item Likert scale from 1 (a little) to 5 (very much). Several studies made use of the questionnaire and confirmed its reliability [24].

**2.3: Data Analysis**

Data were analyzed by SPSS version 21 using bivariate correlations, t-test, and One-way ANOVA statistical tests at 95% significant level.

**3. Results**

Mean and standard deviation of participants' age and job satisfaction were 34.60±7.09 and 10.50±6.71, respectively and most participants were male (%56.7), hired on contracts (%35.3), married (%79), owned their house (%54), undergraduate (%78.3) (Table 1).

**Table 1:** Frequency distribution of participants under study based on topographic features

Variable		Number	Percent
Gender	Female	129	43
	Male	170	56.7
	Unknown	1	0.3
Marital status	Single	58	19.3
	Married	237	79
	Widow	5	1.7
	Others	162	54
Housing	Rental	101	33.7
	Owning	34	11.3
	Unknown	3	1
	BSc	235	78.3
	MSc	61	20.3
Education	PHD student	4	1.3
	Contract	106	35.3
	Contractual	107	35.7
Employment	Hired	47	15.7
	On plans	38	12.7
	Unknown	2	0.7

The highest score gained from the three major variables including job satisfaction, organizational commitment and organizational citizenship behaviors relative to

organizational citizenship behaviors was %70.42 of total score (Table 2).

**Table 2:**Participants gained score from each subscale of job satisfaction, organizational commitment and organizational citizenship behaviors

Variable	Score Range	Minimum Score	Maximum Score	Mean	SD	Percent of Total Score
Job Nature	10-50	13	50	33.18	6.80	66.36
Management	10-50	11	50	29.31	7.51	58.62
Colleagues	10-50	10	50	33.35	7.24	66.70
Promotion	5 - 25	5	25	12.49	4.16	49.96
Salary and Advantages	6-300	6	30	12.58	4.33	41.93
Job satisfaction	41-205	72	205	121.38	21.88	59.20
Emotional Commitment	8 -40	8	40	20.79	5.78	51.97
Continuous Commitment	8 -40	8	40	22.09	5.78	55.22
Normative Commitment	8 -40	8	40	21.74	5.98	54.35
Organizational Commitment	24-120	25	120	64.49	16.78	53.99
Altruism	3-15	5	15	11.44	1.82	76.26
Moral Senses	3-15	5	15	12.01	2.04	80.06
Magnanimity	3-15	4	15	13.34	2.74	88.93
Civil Behavior	3-15	3	15	9.51	2.55	63.40
Politeness	2-10	2	10	6.44	1.59	64.40
Organizational Citizenship Behaviors	15-75	30	75	52.82	7.99	70.42

There was a high meaningful correlation among three major variables and the highest was seen between job satisfaction and organizational citizenship behaviors (r=0.570 and P < 0.001); (Table 3).

**Table 3:** Correlation and relation among variables under study, participant's age, job experience and working shifts

Variable	X 1	X 2	X 3	X 4
X 1. Job Satisfaction	1			
X 2. Organizational Commitment	0.700**	1		
X 3. Organizational Citizenship Behavior	0.570**	0.535 **	1	
X 4. Age	0.004	0.050	0.063	1
X 5. Job Experience	0.011	0.011	0.005	-0.016

**4. Discussion**

A result from the present study on job satisfaction showed that job satisfaction score was higher than the average which was better than organizational commitment and lower than organizational citizenship behavior. In this regard, results from a similar study by Nahrir et al [30] were different with Hamidi et al. [31]. The existing differences or similarities could stem from the variations of understudy groups and

time and place differences. Note that variation of the measurement instruments also could result in some differences. It seems important to consider participants' score in the present study which was higher than the average. Considering the results and investigating the sub-components of the study, it revealed that the component of the colleagues gained higher score than others, which suggested good conditions of cooperation; it could be strength to improving satisfaction among employees. In addition, knowing the weaknesses and solutions to them may be helpful to improve the variables effective to organizational citizenship behaviors and, as the result, customers' satisfaction and better organizational efficiency.

Results of our study in regard to organizational commitment showed it to be higher than average, which suggested better rate in comparison to job satisfaction and organizational citizenship behaviors. Accordingly, Nehrir et al [30], Dehghanizadeh and Hamid [32] and Abili et al. [27] presented similar results. The present study reported the highest commitment with continuous commitment and the least with emotional. Abili et al [27] and Delgoshaei et al. [33] reported the highest commitment with emotional commitment and the least one with normative, which was completely different from our results; the difference could result from technical differences in two groups and various time and places. The most important point in this regard seems to be the point that most employees showed their commitment to their organization due to the expenses of leaving the organizations or benefits of keep working there; the least commitment went to normative commitment or the feeling to keep working as a member of an organization. Therefore, further research on the field and recognizing the possible reasons relative to low normative commitment are suggested to decrease any possible damage to manpower of the organizations.

Considering organizational citizenship behavior, results from the present study reported it to be higher than average, which suggested a better rate in comparison to two other major variables, job satisfaction and organizational commitment. In their study on organizational citizenship behaviors among Tehran University staff, Abili et al [34] showed that participants gained more than half of the total score, which supported the results from the present study.

Results from the present study suggested that magnanimity and consciousness sub-components gained the highest scores, which was supported in a study by Abili et al [34]. It, also, correspond to the results from the present study. Therefore, according to the results from the present study it could be concluded that employees' organizational citizenship behaviors was at a desired level which could be improved through focusing on strengths of the mentioned variables. It, then, could help to improve services quality and higher organizational efficiency.

In regard to the relationship among job satisfaction, organizational commitment and organizational citizenship behaviors, results from the present study reported a high meaningful correlation among the three variables, which seemed to be higher between job satisfaction and organizational citizenship behaviors. It should be mentioned that similar studies [15, 17, 18] represented similar results. Furthermore, studies by Foote and Tang [18] showed that results of a large number of studies supported the mediating

role of organizational commitment in relation to job satisfaction and organizational citizenship behaviors, which corresponds to the results from the present study. Some other studies, also, supported the results presented [21-23]. In this regard, some studies such as Schappe [35] reported no relationship between job satisfaction and organizational citizenship behaviors. Also, Tabarsa et al. [24] showed that there was no direct relationship between job satisfaction and organizational citizenship behaviors; however, other studies supported the meaningful correlation of its role.

## **5. Conclusion**

Considering the results from the present study and other similar studies, it could be concluded that job satisfaction, organizational commitment and organizational citizenship behaviors meaningfully affected one another and improving one enhanced the two others. Therefore, it could be suggested to focus on two mentioned variables and their subscales to improve the behavior levels and, finally, produce better efficiency in addition to enhance quality of the services by organization.

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