

The Effective of Job Satisfaction on Organizational Citizenship Behavior

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Abstract

This survey explores the relationship between job satisfaction (wage and benefits, job nature, job promotion, supervision, relation with colleagues) and organizational citizenship behavior (participation, service delivery, loyalty) among the nursing staff of social security hospitals in Isfahan province. Descriptive-filed method was used to carry out the research. The statistical population included 270 personnel employed in the hospitals in Isfahan province. Reliability of the questionnaire was examined using Cronbach's alpha coefficient that was equal to 0.843 for each questionnaire and more than 0.760 for subtest that is about the dimensions under study. Therefore, reliability of the questionnaire and subtest was confirmed. Professors and experts confirmed validity of the questionnaire. T-test was used to test the hypotheses. The results disclosed that if job satisfaction is increased, organizational citizenship behavior is enhanced significantly.

Keywords: Job Satisfaction, Satisfaction, Organizational Citizenship Behavior

Introduction

Human resources management is changing due to changes occurred in the business environment. In order to respond to the environmental changes, human resources management needs efficient decisions. Researchers have distinguished between intra-role performance and extra-role performance since fifteen years ago. Extra-role performance refers to job behaviors beyond formal roles of employees. These behaviors are optional and are not usually considered in formal reward system of the organization. The effect of extra-

role performance on organizational effectiveness is very important for researchers. One of the commonest concepts about extra-role behaviors is organizational citizenship behaviors and the number of researches in this field has been increased significantly in two recent decades especially since the beginning of the 21st century. Factors such as job satisfaction, organizational commitment, organizational identity, organizational justice, trust, leadership types, the relation between leader and follower, performance of the organization, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social capital, etc. have been regarded as factors creating organizational citizenship behaviors. For this reason, many researchers have analyzed citizenship behavior.

Literature review

Job satisfaction

In lexical terms, "job" means asking somebody to perform a task and what makes people involved. People participate actively in the manufacturing process of products and services through employment and receive reward in cash or in kind. Job is a physical or mental activity towards production and service offering. Generally, job is an activity that people are asked to do something and receive wage in lieu of it. Summarily, it can be stated that job means a work that a person is doing and undertakes his/her task through it and earns a living. In another definition, job has been defined as a group of similar situations in an institution, department or workshop that qualified people can obtain these positions and perform the tasks (Shafiabadi, 1998: 3).

Job satisfaction is a desirable emotional and positive state that is obtained from job assessment or experiences. It is a concept that has dimensions, aspects and different factors that their whole set should be considered. Among these factors, characteristics of employees, type of job, work environment and human relations can be mentioned (Woodman, 1996: 53).

The concept and definition of organizational citizenship behavior

Although the term organizational citizenship behavior was proposed by Bateman and Organ (1983) for the first time, this concept has been originated from Barnard's writings (1938) about willingness to cooperation as well as Katz and Kahn's studies (1964, 1966) about spontaneous and extra-role behaviors and performance. Some expressions have been used in recent decades to explain such behaviors such as pro-social behavior, extra-role behavior, organizational spontaneity and contextual performance. Although each of these concepts has a different origin but they generally refer to a similar concept which is regarded as organizational citizenship behavior in the present survey. It is that group of activities related to people's role in the organization that are beyond job expectations and job description and done by the individual. Though the formal reward system does not identify such behaviors, they are effective for satisfactory performance of the organization. Behaviors which are led to advantages for the organization but doing them is not compulsory are considered in organizational citizenship behavior. Organ defined organizational citizenship behaviors as behaviors controlled by the individual and stated that these behaviors are not considered directly and explicitly via formal reward systems but enhance effectiveness of functions of the organization. The term "voluntary" indicates that these behaviors do not include expected behaviors in role requirements or job description (Hasani Kakhki & Gholipour, 2008: 118).

Organ's definition emphasizes three basic principles of organizational citizenship behavior: first, this behavior should be voluntary, i.e. neither a pre-defined task nor one part of formal tasks of the individual. Second, advantages of this behavior have organizational aspect and

third, organizational citizenship behavior has a multi-dimensional nature. Considering the above definitions, humans as organizational citizens are expected to act beyond their role requirements and formal tasks in service of purposes of the organization. In other words, the structure of organizational citizenship behavior intends to identify, control and evaluate extra-role behaviors of employees who are active in the organization and organizational effectiveness is enhanced due to their behaviors (Bienstock et al, 2033: 360).

Therefore, organizational citizenship behavior is not a set of voluntary and optional behaviors that are one part of the individual's formal tasks. They, however, are conducted by the individual and improve the tasks and roles of the organization effectively (Appelbaum et al, 2004: 19).

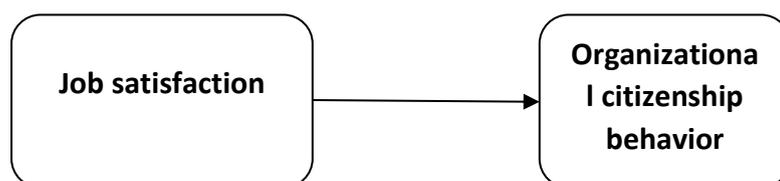


Figure 1. Conceptual model of the survey

Hypotheses

Primary hypothesis

Job satisfaction of nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.

Secondary hypotheses

1. Paying appropriate wage and benefits to nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.
2. Job nature of nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.
3. Job promotion of nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.
4. Supervision of nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.
5. Appropriate relation with colleagues in social security hospitals in Isfahan province has a positive effect on organizational citizenship behavior.

Methodology

The statistical population contained 270 nurses (associates, B.A and M.A), nurse's aide, operating room technician and anesthesia technician employed in the hospitals in Isfahan province. In this survey, job satisfaction was explored based on Smith, Kendahl and Halin's five-fold model and organizational citizenship behavior was explored based on Graham's model. In order to examine reliability of the questionnaire, Cronbach's alpha coefficient was employed. It was equal to 0.843 for each questionnaire and more than 0.760 for the subtest that is about the dimensions under study. Therefore, reliability of the questionnaire and subtest was confirmed. Professors and experts confirmed validity of the questionnaire. T-test was used to test the hypotheses. According to central limit theorem, if the sample size is increased, the difference between sample indexes and parameters is eliminated. In other words, if a random sample is selected with mean μ and variance δ^2 , the sample mean has

normal distribution with mean μ and variance δ^2 without considering the data distribution in the statistical sample when the sample size is adequately large. Hence, given to the number of sample ($n= 270$), the above condition exists and parametric test of t-test can be used.

Testing of hypotheses and data analysis

Secondary hypothesis 1

H0: Paying appropriate wage and benefits to nurses in social security hospitals in Isfahan province does not have a positive effect on their organizational citizenship behavior.

H1: Paying appropriate wage and benefits to nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.

H0: $\mu \leq 3$

H1: $\mu > 3$

One-Sample Statistics

Std. Error Mean	Std. Deviation	Mean	N	
.04710	.61508	4.230	270	f1

One-Sample Test

Test Value = 3						
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	Df	T	
Upper	Lower					
1.6348	1.4261	1.54000	.000	269	3.2872	f1

Given to the results, the obtained value is not in the critical area; thus, H0 is rejected and H1 is confirmed. Since, the obtained mean for six questions of hypothesis 1 is equal to 4.55, there is a positive effect. The effect of paying appropriate wage and benefits to nurses in social security hospitals in Isfahan province on their organizational citizenship behavior was explored to confirm accuracy of the results of t-test and non-normality of data using binominal test. In this test, the statistical hypotheses are:

H0: $p \leq 0.6$

H1: $p > 0.6$

The ratio was compared with 0.6, because ratio of three alternatives to five alternatives is equal to 0.6 (3.5). Whatever this ratio is greater than 0.6, effectiveness of factors is increased. Statistical output of SPSS software for binominal test of hypothesis 1

Binomial Test

	Category	N	Observed Prop.	Test Prop.	Exact Sig. (1-tailed)
F1	Group 1	≤ 3	6	0.0	.6 .000 ^a
	Group 2	> 3	264	1.0	
	Total		270	1.0	

It is concluded that H0 is rejected, because the decision index sig. (1-tailed) is equal to 0.000 and less than $\alpha = 0.05$ ($\text{sig} < \alpha$).

Secondary hypothesis 2

H0: Job nature of nurses in social security hospitals in Isfahan province does not have a positive effect on their organizational citizenship behavior.

H1: Job nature of nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.

H0: $\mu \leq 3$

H1: $\mu > 3$

One-Sample Statistics

Std. Error Mean	Std. Deviation	Mean	N	
.04481	.58428	4.3363	270	f2

One-Sample Test

Test Value = 3						
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	Df	T	f2
Upper	Lower					
1.4128	1.2689	1.3791	.000	269	28.940	f2

Given to the results, the obtained value is not in the critical area; thus, H0 is rejected and H1 is confirmed. This can also be inferred given that the decision index Sig. (2-tailed) = 0/000 is less than $\alpha = 0.05$ ($0.000 < 0.05$). Since, the obtained mean for six questions of hypothesis 2 is equal to 4.33, there is a positive effect. Binominal test of the statistical hypotheses is as follows:

H0: $p \leq 0.6$

H1: $p > 0.6$

Statistical output of SPSS software for binominal test of hypothesis 2

Binomial Test

	Category	N	Observed Prop.	Test Prop.	Exact Sig. (1-tailed)
F2	Group 1 <= 3	6	0.0	.6	.000 ^a
	Group 2 > 3	264	1.0		
	Total	270	1.0		

a. Alternative hypothesis states that the proportion of cases in the first group < .6.

It is concluded that H0 is rejected, because the decision index sig. (1-tailed) is equal to 0.000 and less than $\alpha = 0.05$ ($\text{sig} < \alpha$).

Secondary hypothesis 3

H0: Job promotion of nurses in social security hospitals in Isfahan province does not have a positive effect on their organizational citizenship behavior.

H1: Job promotion of nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.

H0: $\mu \leq 3$

H1: $\mu > 3$

One-Sample Statistics

Std. Error Mean	Std. Deviation	Mean	N	
.05140	.64152	4.4029	270	f3

One-Sample Test

Test Value = 3						
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	Df	T	f3
Upper	Lower					
1.5033	1.2931	1.40501	.000	269	27.310	f3

Given to the results, the obtained value is not in the critical area; thus, H0 is rejected and H1 is confirmed. This can also be inferred given that the decision index Sig. (2-tailed) = 0/000 is less than $\alpha = 0.05$ ($0.000 < 0.05$). Since, the obtained mean for six questions of hypothesis 3 is equal to 4.4, there is a positive effect. Binominal test of the statistical hypotheses is as follows:

H0: $p \leq 0.6$

H1: $p > 0.6$

Statistical output of SPSS software for binominal test of hypothesis 3

Binomial Test

	Category	N	Observed Prop.	Test Prop.	Exact Sig. (1-tailed)
F3	Group 1	≤ 3	13	0.1	.000 ^a
	Group 2	> 3	257	0.9	
	Total		270	1.0	

a. Alternative hypothesis states that the proportion of cases in the first group $< .6$.

It is concluded that H0 is rejected, because the decision index sig. (1-tailed) is equal to 0.000 and less than $\alpha = 0.05$ ($\text{sig} < \alpha$).

Secondary hypothesis 4

H0: Supervision of nurses in social security hospitals in Isfahan province does not have a positive effect on their organizational citizenship behavior.

H1: Supervision of nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.

H0: $\mu \leq 3$

H1: $\mu > 3$

One-Sample Statistics

Std. Error Mean	Std. Deviation	Mean	N	
.03590	.47071	4.7300	270	f4

One-Sample Test

Test Value = 3						
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	Df	T	f4
Upper	Lower					
1.8007	1.6581	1.72941	.000	269	47.917	f4

Given to the results, the obtained value is not in the critical area; thus, H0 is rejected and H1 is confirmed. This can also be inferred given that the decision index Sig. (2-tailed) = 0/000 is less than $\alpha = 0.05$ ($0.000 < 0.05$). Since, the obtained mean for six questions of hypothesis 4 is equal to 4.72, there is a positive effect. Binominal test of the statistical hypotheses is as follows:

H0: $p \leq 0.6$

H1: $p > 0.6$

Statistical output of SPSS software for binominal test of hypothesis 4

Binomial Test

	Category	N	Observed Prop.	Test Prop.	Exact Sig. (1-tailed)
F4	Group 1	≤ 3	1	0.0	.000 ^a
	Group 2	> 3	269	1.0	
	Total		270	1.0	

a. Alternative hypothesis states that the proportion of cases in the first group $< .6$.

It is concluded that H0 is rejected, because the decision index sig. (1-tailed) is equal to 0.000 and less than $\alpha = 0.05$ ($\text{sig} < \alpha$).

Secondary hypothesis 5

H0: Appropriate relation with colleagues in social security hospitals in Isfahan province does not have a positive effect on organizational citizenship behavior.

H1: Appropriate relation with colleagues in social security hospitals in Isfahan province has a positive effect on organizational citizenship behavior.

H0: $\mu \leq 3$

H1: $\mu > 3$

One-Sample Statistics

Std. Error Mean	Std. Deviation	Mean	N	
.04796	.63530	4.5031	270	f5

One-Sample Test

Test Value = 3						
95% Confidence Interval of the Difference						
Upper	Lower	Mean Difference	Sig. (2-tailed)	Df	T	
1.5901	1.4085	1.49315	.000	269	31.136	f5

Given to the results, the obtained value is not in the critical area; thus, H0 is rejected and H1 is confirmed. This can also be inferred given that the decision index Sig. (2- tailed) =0/000 is less than $\alpha = 0.05$ ($0.000 < 0.05$). Since, the obtained mean for six questions of hypothesis 5 is equal to 4.49, there is a positive effect. Binominal test of the statistical hypotheses is as follows:

H0: $p \leq 0.6$

H1: $p > 0.6$

Statistical output of SPSS software for binominal test of hypothesis 5

Binomial Test

	Category	N	Observed Prop.	Test Prop.	Exact Sig. (1-tailed)
F5	Group 1	≤ 3	6	0.0	.000 ^a
	Group 2	> 3	264	1.0	
	Total		270	1.0	

a. Alternative hypothesis states that the proportion of cases in the first group $< .6$.

It is concluded that H0 is rejected, because the decision index sig. (1-tailed) is equal to 0.000 and less than $\alpha = 0.05$ ($\text{sig} < \alpha$).

Primary hypothesis

H0: Job satisfaction of nurses in social security hospitals in Isfahan province does not have a positive effect on their organizational citizenship behavior.

H1: Job satisfaction of nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior.

H0: $\mu \leq 3$

H1: $\mu > 3$

One-Sample Statistics

Std. Error Mean	Std. Deviation	Mean	N	
.03423	.43420	4.5028	270	Total

One-Sample Test

Test Value = 3						
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	Df	T	Total
Upper	Lower					
1.5701	1.4371	1.50301	.000	269	45.2201	Total

Given to the results, the obtained value is not in the critical area; thus, H₀ is rejected and H₁ is confirmed. Mean of 30 questions is equal to 4.5 that shows the positive effect. Binominal test of the statistical hypotheses is as follows:

H₀: $p \leq 0.6$

H₁: $p > 0.6$

Statistical output of SPSS software for binominal test of primary hypothesis

Binomial Test

	Category	N	Observed Prop.	Test Prop.	Exact Sig. (1-tailed)
Total	Group 1 <= 3	32	0.0	.6	.000 ^a
	Group 2 > 3	818	1.0		
	Total	850	1.0		

a. Alternative hypothesis states that the proportion of cases in the first group < .6.

It is concluded that H₀ is rejected, because the decision index sig. (1-tailed) is equal to 0.000 and less than $\alpha = 0.05$ (sig < α).

Conclusion

Secondary hypothesis one was confirmed; in other words, it can be concluded that paying appropriate wage and benefits to nurses in social security hospitals is effective on organizational citizenship behavior. This is consistent with Smith, Kendall and Halin's theory. Secondary hypothesis two was confirmed; i.e. job nature of nurses in social security hospitals in Isfahan province is effective on organizational citizenship behavior. This is consistent with the results obtained by Mardali but inconsistent with those of Gudarzi and Monjamed et al. Secondary hypothesis three was confirmed; i.e. job promotion of nurses in social security hospitals in Isfahan province is effective on organizational citizenship behavior. This is consistent with the results obtained by Monjamed et al, Mirmolae et al, Mardali and Gudarzi. Secondary hypothesis four was confirmed; in other words, supervision of nurses in social security hospitals in Isfahan province is effective on organizational citizenship behavior. This

is consistent with findings obtained by Monjamed et al, Mirmolaeae et al, Mardali and Gudarzi. Secondary hypothesis five was confirmed too; i.e. appropriate relation with colleagues in social security hospitals in Isfahan province is effective on organizational citizenship behavior. This is inconsistent with the findings obtained by Monjamed et al, Mirmolaeae et al, Mardali and Gudarzi. The primary hypothesis regarding that job satisfaction of nurses in social security hospitals in Isfahan province has a positive effect on their organizational citizenship behavior was confirmed. Generally speaking, the relationship between employees' job satisfaction (given to five dimensions of payment, job nature, promotion opportunities, supervision, and appropriate relation with colleagues) and organizational citizenship behavior (given to three dimensions of participation, service delivery and loyalty) was explored. Reliability of the above variables as well as their dimensions was confirmed separately via Cronbach's alpha coefficient. Construct validity of variables was confirmed using confirmatory factor analysis. The collected data from 270 nurses indicated that there is a direct relationship between their job satisfaction and organizational citizenship behavior. Also, this relation has shown that the effect of job satisfaction on organizational citizenship behavior has a considerable intensity. Similarly, the highest frequency is related to observing justice by managers (matron, director and chairman of the hospital) that 241 persons were totally agreed.

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