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The Survey Up Effect of Job Satisfaction on Organizational Citizenship Behaviors of Employees in Public Banks

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Abstract

This study aimed to evaluate the impact of job satisfaction on organizational citizenship behaviors of employees in public banks. For this study, we were looking for answers to these questions: What are the organizational citizenship behaviors? And how can persuade and strengthen such behaviors in organizations? Whether job satisfaction impacts employee's organizational citizenship behaviors? The study had one main hypothesis and five minor hypotheses that all were significant. Research method was descriptive, and regression tests were used to determine the relationship between variables. The populations of this study were employees of public banks in Maragheh city. Statistical sample were 282 employees. This Research showed that job satisfaction impacts employee's organizational citizenship behaviors; In addition employee's job satisfaction had significant relationship with all dimensions of organizational citizenship behaviors.

Keywords: Job Satisfaction, Organizational Citizenship Behavior, Altruism, Civic Virtue, Sportsmanship, Conscientiousness, Respect And Reverence

Introduction

In the life that God has bestowed on human, providing spiritual and material needs of humanity in a period that to live, without to work is not possible. For this reason work is the richest and most massive source of material and spiritual wealth in Universe (*Zohuri, 1999*). But to work is not objective; work is the cause deepening up of man in nature. The work causes strengthening and adding value for human in nature. In this regard, It is necessary that kind and work environment is consistent with human dignity (*Asgarian, 1999*). Job satisfaction is one issue that many people be involved with it. Whether people who Seeking for work that want to experience work for the first time, or other people that are working in their profession for many years and are suffering from those problems. For Every man, his work environment is his second home. Many people are forced to spend most hours a day in their working environment. These imply that the environment alike a house should be acquiring a minimum level of psychological and moral needs from people. Until they get the knowledge to enhance their profession and offer honest service.

Unlike the past, the staffs were expected to act in an official role. In new psychological contract are expected behaviors beyond the roles (*Podsakoff et al, 2006*). In the past, management had to be focused the main attention on events within the bureaucracy and mainly thought for Problems within the bureaucracy as a main issue. Today's, the management should recognize its social and public dimensions, and it is aware from social and environmental issues of its organization and will be concerns of citizens and citizenship issues. In the competing world, Organizations continually are seeking new ways to maximize their performance and their employees' performance. Organizations tend to satisfy customer needs and expectations and adapt themselves with changing nature of jobs, and they are trying to choose staffs that act beyond their job role. It is obvious that Organizations to survive in the twenty-first century must adapt their mentality with global mentality and change its leadership position into global competition. Today's most organizations are not citizen-oriented and organizational citizenship behavior is seen rarely in the organizations and Employees avoid from such behaviors, wanted or unwanted.

Employees often doing the things that rules and regulations and job descriptions clear them, also they do activities that manager and leaders have said. And they don't behaviors beyond their roles. As a result of this condition the organizational citizenship behavior is limited. So, today's one of the main problems of organizations in the changing world is identifying factors that can affect occurring Organizational citizenship behavior as an emerging phenomenon in organizational behavior field.

Theoretical Framework and Research Hypotheses

Job Satisfaction and its Dimensions in this Study

Job satisfaction refers to a set of positive and negative attitudes of employees toward their jobs, and is being Influenced by several factors, such as payroll, communications, policies, procedures, Dimensions of Job, Work order, And personality characteristics of employees (*Javadin, 2002*). Robbins asserts that the job satisfaction is being influenced by individual factors such as age, sex, marital status, years of service and their dependents (Robbins, 2002).

Often is Saied a happy employee, is an efficiency employee and a happy employee should be satisfied by the job satisfaction. Job satisfaction is an Extent of positive feelings and attitude of people toward their jobs. When a person is said to have high job satisfaction, this means that he really loves his job, and he has good feelings about his job (*Moghimi, 2006*). Job satisfaction is an attitude that people have about their jobs that stem from the perception people have of their jobs. Many organizations use surveys to determine levels of satisfaction with the attitude.

As regards various studies have used different scales for measuring job satisfaction: such as, Indicators of job descriptions, Minnesota job satisfaction questionnaire, and identification of job survey, general scale of the job, job satisfaction survey, and organizational self-assessment scale of Michigan... (*Rutherford et al, 2009*). The seven dimensions of job satisfaction in this study were assessed using the INDSALES criteria; these dimensions include (*Comer et al, 1989*):

Satisfaction with overall job: Refers to the attractions and opportunities for growth and learning, individual work and Provides opportunities for education so that job satisfaction and acceptance of responsibility.

Satisfaction with pay: Refers to the adequacy and fairness of financial payments. The magnitude of the internal and external motivation to make a better estimate has a more positive effect on job satisfaction. It should be noted that the payment of fringe benefits such as Ben goods,

medical insurance and retirement benefits to their employees flexible work options (level of fairness and equality in rights, receivables and payments).

Satisfaction with promotion and advancement: Refers to the possibility of increasing the institutional base, the upgrade is associated with increased pay. But for many aspects of strengthening the "self-concept" is more important.

Satisfaction with supervision: related to how a person with his/her **supervision**, directly. Whether personal technical support from supervisors is how?

Satisfaction with Coworkers: Is related to social work. Of course, people differ in terms of willingness to co-workers.

Satisfaction with company policy and support: related to the Laws and regulations of organization that this rules should not be red tape.

Satisfaction with customers: Refers to this fact that if customers be satisfied, this sense is transferred to employees.

Organizational Citizenship Behavior and its Dimensions

Organizational citizenship behavior is one of the most important dimensions of sociological organizations. Staff can play an important role in improving the quality of their organization (*Podsakoff et al, 2006*). They help to increase the quality of their organization with their altruistic behavior, courtesy (*Graham, 1994*). In other words, organizational citizenship behavior is one of the indicators that improve the performance of employees and leads the organization toward achieving its goals. Organizational citizenship behavior refers to extra activities and behaviors that staffs apply to improve organizational effectiveness (*Podsakoff et al, 2000*). OCB dimensions (figure 1) in this study are: Altruism, conscientiousness, civic virtue, Sportsmanship, and respect and reverence.

Based on theoretical and background discussions, can make the following assumptions:

The main hypothesis: job satisfaction has significant effect on organizational citizenship behaviors of employees.

Hypothesis 1: Employee's job satisfaction has an impact on altruism.

Hypothesis 2: Employee's job satisfaction has an impact on conscientiousness.

Hypothesis 3: Employee's job satisfaction has an impact on civic virtue.

Hypothesis 4: Employee's job satisfaction has an impact on sportsmanship.

Hypothesis 5: Employee's job satisfaction has an impact on respect and reverence.

]=

Methodology

Sample and Procedure

Research method and sample of this survey is based on descriptive goal and identity of a descriptive research, and it is a correlative one. The population is 310 employees working in public banks. The sample is estimated 282 persons that Sampling was randomly. Due to this, 300 questionnaires were distributed that from which, 282 were completely gathered and analyzed.

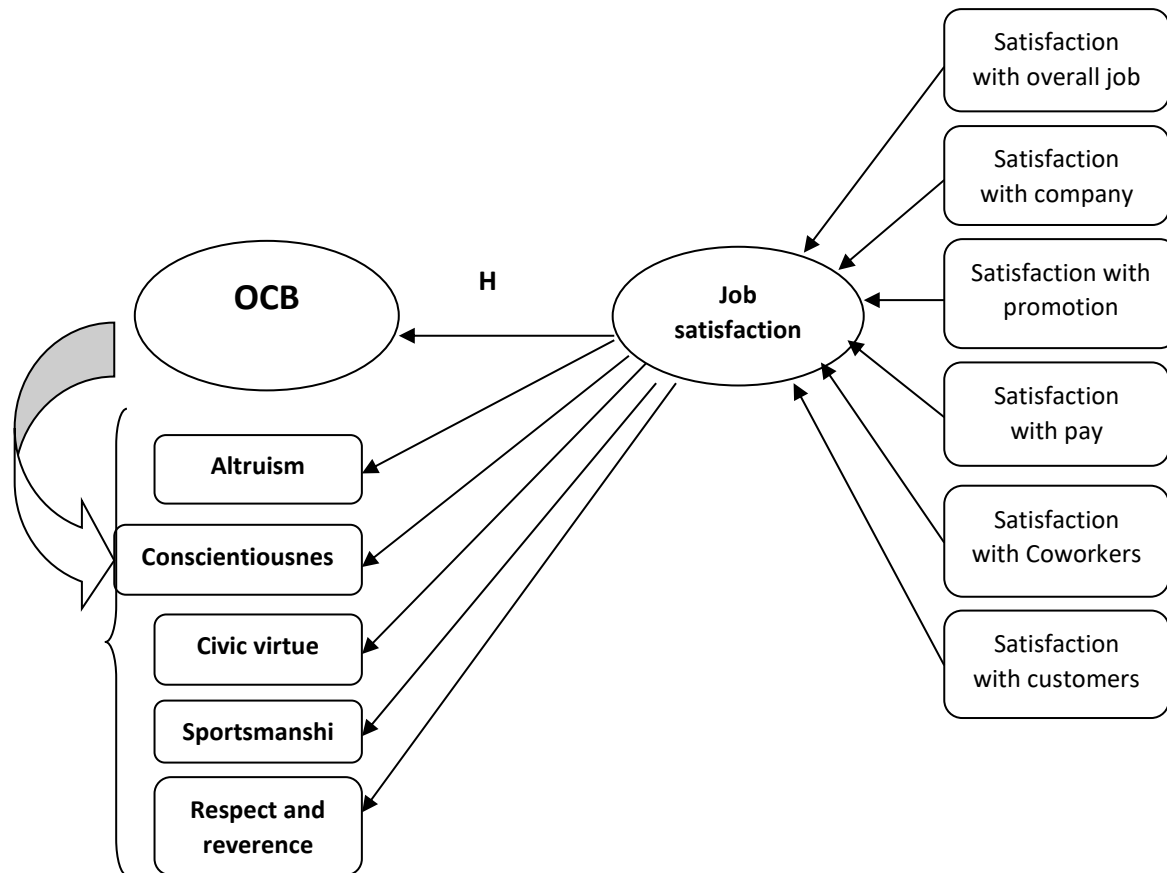


Figure 1. Conceptual model

Measures

The used tool to gather data is a questionnaire which is divided into two parts. The first part is related to the job satisfaction that includes 20 questions: Satisfaction with overall job (4 items), Satisfaction with pay(3 items), Satisfaction with promotion and advancement(3 items), Satisfaction with supervision(3 items), Satisfaction with Coworkers(3 items), Satisfaction with company policy and support(2 items), Satisfaction with customers (2 items); and the second one to examine OCB includes 20 questions: altruism (4 items), civic virtue (3 items), sportsmanship (3 items), conscientiousness (3 items), respect and reverence (7 items) and it has been regulated due to the liker's spectrum (Completely disagree, disagree, senseless, agree, and completely agree). In this regard, the Podsakoff questionnaire (2000) was used to measure the OCB; so was used the job satisfaction questionnaire, designed by Comer JM, Machleit KA, Lagace RR (1989), Radford (2000) to measure the job satisfaction; Cronbach's alpha ranged 0/86 for OCB and for job satisfaction Cronbach's alpha ranged

0/78. The data was analyzed by use of correlate test, structural equations of spss and Lisrel's software.

Results

In order to analyze the findings, Results of regression test and Evaluation of assumptions are:

1) Hypothesis 1: Employee's job satisfaction has an impact on altruism (table 1). Table 1. Employee's job satisfaction has an impact on altruism

| Independent variable | Dependent variable | R | Beta | B | T | Sig |
|----------------------|--------------------|-------|-------|-------|-------|-------|
| Job satisfaction | Altruism | 0/359 | 0/359 | 0/430 | 6/435 | 0/000 |

The test illustrated that, P-value =0/000 & R =0/359. Therefore, zero hypothesis is rejected and opposite hypothesis is accepted, and exist significant relationship between employee job satisfaction and altruism.

2) Hypothesis 2: Employee's job satisfaction has an impact on conscientiousness (table 2).

Table 2. Employee's job satisfaction has an impact on conscientiousness

| Independent variable | Dependent variable | R | Beta | B | T | Sig |
|----------------------|--------------------|-------|-------|-------|-------|-------|
| Job satisfaction | Conscientiousness | 0/319 | 0/319 | 0/346 | 5/629 | 0/000 |

The results showed that, P-value =0/000 & R =0/319. Therefore, zero hypothesis is rejected and opposite hypothesis is accepted, and exist significant relationship between employee job satisfaction and conscientiousness.

3) Hypothesis 3: Employee's job satisfaction has an impact on civic virtue (table 3).

Table 3. Employee's job satisfaction has an impact on civic virtue

| Independent variable | Dependent variable | R | Beta | B | T | Sig |
|----------------------|--------------------|-------|-------|-------|-------|-------|
| Job satisfaction | Civic virtue | 0/334 | 0/334 | 0/435 | 5/927 | 0/000 |

The test illustrated that, P-value =0/000 & R =0/334. Therefore, zero hypothesis is rejected and opposite hypothesis is accepted, and exist significant relationship between employee job satisfaction and civic virtue.

4) Hypothesis 4: Employee's job satisfaction has an impact on sportsmanship (table 4).

Table 4. Employee's job satisfaction has an impact on sportsmanship

| Independent variable | Dependent variable | R | Beta | B | T | Sig |
|----------------------|--------------------|------|------|-------|-------|-------|
| Job satisfaction | Sportsmanship | 0/18 | 0/18 | 0/223 | 3/069 | 0/002 |

The result of this test illustrated that, P-value =0/002 & R =0/18. Therefore, zero hypothesis is rejected and opposite hypothesis is accepted, and exist significant relationship between employee job satisfaction and sportsmanship.

5) Hypothesis 5: Employee's job satisfaction has an impact on respect and reverence (table 5).

Table 5. Employee's job satisfaction has an impact on respect and reverence

| Independent variable | Dependent variable | R | Beta | B | T | Sig |
|----------------------|-----------------------|------|------|-------|-------|-------|
| Job satisfaction | Respect and reverence | 0/25 | 0/25 | 0/403 | 4/315 | 0/000 |

The test illustrated that, P-value =0/000 & R =0/25. Therefore, zero hypothesis is rejected and opposite hypothesis is accepted, and exist significant relationship between employee job satisfaction and respect and reverence.

6) Test the main hypothesis: the relationship between employee job satisfaction and organizational citizenship behaviors (table 6)

Table 6. The relationship between employee job satisfaction and organizational citizenship behaviors

| Independent variable | Dependent variable | R | Beta | B | T | Sig |
|----------------------|-------------------------------------|-------|-------|-------|------|-------|
| Job satisfaction | Organizational citizenship behavior | 0/423 | 0/423 | 0/367 | 7/81 | 0/000 |

This test shows that, P-value =0/000 & R =0/423. Therefore, zero hypothesis is rejected and opposite hypothesis is accepted, and exist significant relationship between employee job satisfaction and organizational citizenship behavior.

Table 7. Table of job satisfaction dimensions

| R | Sig | T | Beta | B | Dimensions of job satisfaction |
|-----|------|-------|------|------|--|
| .63 | .000 | 3.626 | .185 | .067 | Satisfaction with supervision |
| | .163 | 1.399 | .088 | .069 | Satisfaction with overall job |
| | .002 | 3.118 | .177 | .119 | Satisfaction with company policy and support |
| | .000 | 4.148 | .203 | .133 | Satisfaction with promotion and advancement |
| | .015 | 2.459 | .117 | .103 | Satisfaction with pay |
| | .029 | 2.202 | .151 | .134 | Satisfaction with Coworkers |
| | .005 | 2.841 | .165 | .146 | Satisfaction with customers |

As the above data (table 7) show The *Satisfaction with promotion and advancement* has the most Minimal impact on job satisfaction and *the Satisfaction with overall job* has the most maximum impact on job satisfaction.

Table 8. Table of OCB dimensions

| R | Sig | T | Beta | B | Dimensions of OCB |
|------|------|-------|------|------|-----------------------|
| .843 | .000 | 9.257 | .349 | .177 | respect and reverence |
| | .000 | 6.503 | .280 | .176 | civic virtue |
| | .000 | 7.575 | .290 | .192 | sportsmanship |
| | .000 | 4.889 | .181 | .136 | conscientiousness |
| | .001 | 3.498 | .147 | .100 | altruism |

As data (table 8) show, respect and reverence has the greatest relationship with organizational citizenship behavior. And altruism has Weak relation with organizational citizenship behavior of employees. The p-value indicates that all other aspects have a significant role in organizational citizenship behavior.

Conclusions

This survey is aimed to examine the relationship between job satisfaction and employee organizational citizenship behaviors. On the other hand, the relationship between dimensions of organizational citizenship behaviors with job satisfaction will be also discussed. Research has suggested that job satisfaction for employees and decision makers is based on similar factors. These factors can be summarized as individuals' expectations and work related experiences. This study offered several notable conclusions: the job satisfaction of employees depends on seven factors, the majority of which are similar to those reported in the literature. According to the findings, job satisfaction had an impact on organizational citizenship behaviors. Therefore all Hypothesizes were accepted. The results show that the employee's job satisfaction in the work environment has an important affect on the positive behaviors, and also this result is consistent with the result of previous surveys (Kim, 2006; Payne, 2006; Chiu et al, 2005; Bacharach, 2002; Steve, 2002; Organ, 1988; Bateman, 1983). They show that in the work environments, job satisfaction and employees organizational citizenship behaviors have a higher correlation.

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