SURVEYING THE DETERMINATION OF MODERATING INTER-ORGANIZATIONAL FACTORS (JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT) IN RELATIONSHIP BETWEEN CITIZENSHIP-ORGANIZATIONAL BEHAVIOR AND PERFORMANCE

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ABSTRACT
Organizational citizenship behavior is a set of profitable behaviors not specified in job duties listing, yet employees demonstrate such behaviors to help others while doing their organizational duties. The goal of the present paper is to survey the moderating role of organizational commitment and job satisfaction under the title of inter-organizational factors on the relationship between organizational citizenship behavior and performance of organization using Organ’s organizational citizenship behavior model physical education bureaus of Tehran province. Methodology of this paper is based upon cross-sectional method and this research has been conducted in the applied level. The information required for this research was collected through library researches and questionnaires. The statistical population of the present research consisted of employees of Tehran province educational training bureau (472 people) from whom 147 people were chosen as sample through random sampling model. After collecting information, SPSS software was utilized to analyze the information and hierarchical regression model analysis was exploited to survey the causal relationships between variables. The final results indicated that the inter-organizational factors, either collectively or separately, moderate the relationship between organizational citizenship behavior and performance with various intensity and weakness. Inter-organizational variables influence organizational performance both directly and indirectly through positive influence on correlation between organizational citizenship behavior and organizational performance.

Keywords: Organizational Citizenship Behavior, Organizational Performance, Organizational Commitment, Job Satisfaction

INTRODUCTION
Employees act as production tools in the modern and classic era. In the modern world, the organizations expected their employees to do just the daily and uniform duties mentioned in their job description as well as possible, but organizational behavior and organizational psychology researchers believe that extra-job behaviors must be taken into consideration in order to demonstrate the real and true performance of an organization. In the lexicon of management and organizational studies, if a person demonstrates behaviors above his defined and prescribed job duties that benefit his colleagues and organization, these behaviors are nominally called organizational citizenship behavior. Organizations where organizational citizenship behaviors are studied in them so far demonstrate several prominent elements (Duffy et al., 2006), they are beyond people’s job description, second) they are totally optional and there is no obligation for them, third) there is generally no bonus or award defined for such behaviors, fourth) organizational and job conditions demand such behaviors, fifth) these behaviors are complements to the technical nucleus of the organization as psychological and social factors, and sixth) these behaviors benefit the person, his colleagues, and the whole organization (Castro et al., 2004; SobhaniNejad and Youzbashi, 2010; Davenport and Prusak, 2010).

Studying the historical process of management knowledge gets us to the conclusion that the value of each production (in production organizations) and efficiency (in service organizations) factor has been different in various periods. In each period, one of these factors (financial resources, equipment, and
human resources) has played a more important role in fulfilling the goals of the organization. Initially, financial capital and equipment used to play a more important role than human resources. As time passed by, this role was relegated to human resource and taking into account Alvin Toffler’s quote that the influential power in future is the power of knowledge and information which belongs to humans, we may arrive at this conclusion that human resources and other factors related to that (organizational commitment, culture, job satisfaction, organizational citizenship behavior, etc.) will play the most important role in organizations’ achievements in future.

Among various organizational citizenship behaviors, social rites, job conscience, and humanism are known as positive and active assisting behaviors, while behaviors like magnanimity and gracefulness are known as behaviors which prevent harmful behaviors (SobhaniNejad and Youzbashi, 2010). MiyeroAlen forms his three dimensional model based on observation of similarities and differences that exist in one-dimensional concepts of organizational commitment. The general idea is that commitment links one to organization and this link reduces the possibility of quitting job. They have differentiated 3 types of commitments.

Emotional commitment mostly refers to emotional attachment of the person to company, while continuum commitment refers to a type of commitment which is based upon giving value to the organization which, somehow, engages the employee in the organizational life. This commitment refers to the desire to remain in the organization due to costs of quitting your job or due to bonuses which result from staying in organization.

In their daily life, everyone might run into desirable or undesirable issues that doing or facing them might give him a sense of satisfaction or dissatisfaction. The working environment also creates various feelings in different people, and satisfaction or dissatisfaction are the most important feelings that appear in a person (Davenport and Prusak, 2010).

Job satisfaction is a set of compatible and non-compatible feelings that workers use them to look at their jobs. When employees join an organization, they bring with them a set of demands, requests, wishes and past experiences that form job expectations on the whole. This demonstrates the relationship between emerging expectations of employees and bonuses offered by the job (Bolino et al., 2009; Schapman and Zarrat, 2008; Koys, 2009).

In other words, job satisfaction refers to liking the duties related to each job, the conditions in which the job is done, and the reward paid for that. How much the actions, processes and conditions that form the job satisfy the demands of the individual depends on the individual’s judgment. One must assess the strengths and weaknesses of his job. If the strengths are more than weaknesses, the individual will most probably be satisfied with his job. Job satisfaction is a complicated and multidimensional concept which is linked to various psychological, social and physical factors. No single factor might lead to job satisfaction, but a certain mixture of various factors might give an individual a sense of job satisfaction in certain moments when the individual tells himself he is satisfied with his job and enjoys it (Yun, 2007; Gregory, 2002).

Through the emphasis one puts on various factors such as revenue, social values of the job, working conditions and job benefits in various times; an individual feels satisfied with his job in various forms. Thus, job satisfaction arises from one’s view of his job whether his job satisfies his job values, or lets him fulfill these values. On the other hand, job satisfaction depends on agreement between these values and individual’s demands (Schapman and Zarrat, 2008; Podsakoff et al., 2000).

In their study of organizational citizenship behavior of sales force, control strategy of sale managers and sale commitment and efficiency, Nigle and Nikala (2002) came to the conclusion that dimensions of organizational citizenship behavior include loyalty, humanity, citizenship virtue, magnanimity, respect and honor, pacifism, and cordiality.

The results showed a positive relationship between control level and the organizational citizenship behavior level shown by the sales force. The results of this research also showed that the efficiency of the sales unit whose forces exhibited a greater level of organizational citizenship behavior was greater than the unit whose sale forces exhibited a smaller level of organizational citizenship behavior.
Table 1: The theoretical framework of research

<table>
<thead>
<tr>
<th>Researcher</th>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregan</td>
<td>2002</td>
<td>Oregan considers organizational citizenship behavior a positive action from employees which has various humanity, politeness, social rites, job conscience, and magnanimity.</td>
</tr>
<tr>
<td>Alen &amp; Mayor</td>
<td>2001</td>
<td>Alen and Mayor consider organizational commitment as consisting of three dimensions, namely normative commitment, continuum commitment and emotional commitment.</td>
</tr>
<tr>
<td>Davis &amp; Storm</td>
<td>1999</td>
<td>Job satisfaction consists of five dimensions, namely satisfaction with job, satisfaction with supervisor, satisfaction with colleagues, satisfaction with promotion and satisfaction with payment.</td>
</tr>
</tbody>
</table>

The results of a study conducted by (Wals and Nehyef, 1996) showed that organizational citizenship behavior is related to organizational performance indexes. Katzel and Yankolovich (1957) realized that organizational citizenship behavior is significantly linked with improving the organizational performance. In his study, Kewis (2001) noticed a significant relationship between organizational citizenship behavior and organizational efficiency. Since the results of research studies are used to make decisions about the future of organizations, the researcher conducted the present study with a view of future and the problems that ministry of youth and sport will face, thus the present paper basically studies the influences of inter-organizational factors on correlation between organizational citizenship behavior and organizational performance (i.e. the main issue is to study the influence of inter-organizational factors [job satisfaction and organizational commitment] on relationship between organizational citizenship behavior and organizational performance). The researcher seeks to see how inter-organizational variables (organizational commitment and job satisfaction) influence organizational performance. In other words, in addition to the direct and positive influence of inter-organizational variables (organizational commitment and job satisfaction) on organizational performance, can their presence indirectly influence the organizational performance through the effects they have on organizational conditions and the correlation of other factors (such as organizational citizenship behavior)? If the answer is positive, how is its intensity and weakness? The variables considered as inter-organizational factors in this research were considered to be initial independent variables in previous studies and their influence was made clear. Now, how will be their influence if we assign them the role of secondary, independent variables? These were questions that researchers had to deal with and founded the basics of this research task. Organizations are not able to develop their efficiency if their employees are not willing to cooperate with them. The difference between voluntarily and obligatory cooperation is very important. In obligatory cooperation, the individual does his duties according to laws and rules, the standards specified by organization and merely to follow legal obligations. In voluntarily cooperation, people use all their energy, efforts and knowledge for prosperity of their individual capabilities and even to the benefit of organization. In modern literature of management, the voluntarily and conscious performance of legal duties by employees is called organizational citizenship behavior (Zare’i, 1993). Considering the points made here, the present paper seeks to investigate the influence of inter-organizational factors on correlation between organizational citizenship behaviors and organizational performance in general offices of Tehran province youth and sport affairs.

Conceputal Model

In this paper, some factors have been used as independent factors (politeness, social rites, job conscience, humanity and magnanimity) to study organizational citizenship behavior, and, indexes confirmed by each department were used as dependent variables to survey organizational performance. A moderating variable has also influenced the model of this research with three indexes (increasing organizational commitment and occupational satisfaction). To determine the relationship between these 2 variables and the influence of organizational citizenship behaviors, we utilized the analysis of the influence of its factors on organizational performance factors.
MATERIALS AND METHODS

Methodology
The methodology of this paper is based upon cross-sectional method and this research has been conducted in the applied level (based on the goal), because the goal of the present paper is to study the influence of inter-organizational variables (job satisfaction and organizational commitment) on the relationship between organizational citizenship behaviors and organizational behavior of Tehran province youth and sport office. This is a field research based on studying the correlation between variables. The statistical population consists of all employees working in this office and other related offices whose number is limited (nearly 472 people). As the results of this paper must be generalized to all employees of Tehran province youth and sport office, the best method for collecting data and information related to the statistical population of this research is simple random sampling whose number is estimated to be around 147 people.

The information required for this paper was collected with a field study approach through questionnaires (three questionnaires, the first one evaluated the organizational citizenship behavior of employees of Tehran province youth and sport office, and other two questionnaires dealt with inter-organizational factors [job satisfaction and organizational commitment] which influenced the relationship between organizational citizenship behaviors and organizational performance). Organizational performance, as a dependent variable, was measured through annual assessments which are conducted every year in this organization. The items used in this questionnaire were presented according to the quintuplet scale of Likert.

To measure the stability of the questionnaire, Cronbach’s alpha was utilized and the following values were reported: 86% for organizational citizenship behavior, 87% for organizational commitment, and 89% for job satisfaction. The questionnaire of this research has a total alpha of 92%, thus it is stable.

To measure the formal validity of the questionnaire, researchers and authorities in various fields were questioned about the correctness and clarity of the questions listed in questionnaire. Thus, 7 experts in this field including the supervising and consulting professor (specialized in questionnaire designing) and 5 professors of business administration from TarbiatModarres University and Islamic Azad University of Tehran, Science and Research Branch were given the questionnaire to study its validity and correctness.

RESULTS AND DISCUSSION

Results
A two-phase hierarchical analysis was used to test the hypotheses. In all hypotheses, the significance level of regression statement which was presented by the standardized beta coefficient was considered to be the base of conclusion for representing the presence and power of relationship between variables.

Main hypothesis: inter-organizational factors moderate the relationship between organizational citizenship behaviors and organizational performance.

The following table illustrates the results of examining the main hypothesis within the framework of hierarchical regression model analysis.
Table 2: The results of examining the main hypothesis within the framework of regression analysis

<table>
<thead>
<tr>
<th>Stages of model</th>
<th>Variables</th>
<th>Modified $R^2$</th>
<th>$R^2$</th>
<th>$F$</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Model features</td>
<td>0.388*</td>
<td>0.400*</td>
<td>33.98*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational citizenship behavior</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inter-organizational factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Model features</td>
<td>0.385*</td>
<td>0.003</td>
<td>0.44</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Organizational citizenship behavior</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inter-organizational factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inter-organizational factors × organizational citizenship behavior</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* It is meaningful in 0.01 levels

In the first step, organizational citizenship behavior variable is inserted to the model. As you can see, the revised determination coefficient ($R^2$) describes 38% of the variance that exists in organizational performance variable. $R^2$ also equals 40% which indicates a rise in explanation capacity of variance after the moderating variable is added separately.

As one can observe, the standardized coefficient of beta for both moderating variable ($r=0.195$) and organizational citizenship behavior variable ($r=0.535$) is meaningful in the level of 0.01. To test the hypothesis, the mutual influence of organizational citizenship behavior and inter-organizational factors were added to the model and this variable became meaningful in the level of 0.01 ($r=0.431$). Thus, the main hypothesis is confirmed.

First subsidiary hypothesis: organizational commitment reinforces the relationship between organizational citizenship behavior and organizational performance.

The following table presents the results of testing second subsidiary hypothesis within the framework of hierarchical regression model analysis.

Table 3: The results of testing second subsidiary hypothesis within the framework of regression analysis

<table>
<thead>
<tr>
<th>Stages of model</th>
<th>Variables</th>
<th>Modified $R^2$</th>
<th>$R^2$</th>
<th>$F$</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Model features</td>
<td>0.346*</td>
<td>0.359*</td>
<td>28.55*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational citizenship behavior</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Model features</td>
<td>0.342*</td>
<td>0.002</td>
<td>0.312</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Organizational citizenship behavior</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational commitment × organizational citizenship behavior</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* It is meaningful in 0.01 level

In the first step, organizational citizenship behavior variable is inserted to the model. As you can see, the revised determination coefficient ($R^2$) describes 34% of the variance that exists in organizational performance variable. $R^2$ also equals 35% which indicates a rise in explanation capacity of variance after the moderating variable is added separately. As one can observe, the standardized coefficient of beta for both moderating variable ($r=0.135$) and organizational citizenship behavior variable ($r=0.535$) is meaningful in the level of 0.01. To test the hypothesis, the mutual influence of organizational citizenship behavior and organizational commitment were added to the model and this variable became meaningful in the level of 0.01 ($r=0.51$). Thus, the second subsidiary hypothesis is confirmed. Second subsidiary
hypothesis: job satisfaction moderates the relationship between organizational citizenship behavior and organizational performance.

The following table represents the results of testing third subsidiary hypothesis within the framework of hierarchical regression model analysis.

Table 4: The results of testing third subsidiary hypothesis within the framework of regression analysis

<table>
<thead>
<tr>
<th>Stages of model</th>
<th>Variables</th>
<th>Modified R^2</th>
<th>R^2</th>
<th>F</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Model features</td>
<td>0.376*</td>
<td>0.388*</td>
<td>32.303*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational citizenship behavior</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Model features</td>
<td>0.375*</td>
<td>0.005</td>
<td>0.82</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Organizational citizenship behavior</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Job satisfaction × organizational citizenship behavior</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* it is meaningful in 0.01 level

In the first step, organizational citizenship behavior variable is inserted to the model. As you can see, the revised determination coefficient (R^2) describes 37% of the variance that exists in organizational performance variable. R^2 also equals 38% which indicates a rise in explanation capacity of variance after the moderating variable is added separately. As one can observe, the standardized coefficient of beta for both moderating variable (r=0.175) and organizational citizenship behavior variable (r=0.535) is meaningful in the level of 0.01. To test the hypothesis, the mutual influence of organizational citizenship behavior and job satisfaction were added to the model and this variable became meaningful in the level of 0.01 (r=0.82). Thus, the third subsidiary hypothesis is confirmed.

Discussion and Conclusion

Considering the fact that the present research has been conducted in 2 phases (stages) (first step, studying the relationship between organizational citizenship behavior; and the second step, the influence of inter-organizational variables such as organizational commitment and job satisfaction on this relationship), the result confirm the existence of a meaningful relationship between organizational citizenship behavior and organizational performance. Furthermore, inter-organizational factors reinforce this relationship. In other words, inter-organizational variables influence organizational performance both directly and indirectly (through positive influence on correlation between organizational citizenship behavior and organizational performance). According to the results of data analysis and hypothesis testing, job satisfaction has the greatest strengthening influence on this relationship, while organizational commitment ranks second. Managers are recommended to give their main priority to organizational commitment. Considering the importance of human resources and other factors associated with it, sport managers and authorities are recommended to pay utmost attention to this category if they hope to pave obstacles in order to gain greater successes. Considering the results proposed here, the following suggestions are given to physical training organizations so that they can achieve their future goals and objectives:

According to the results of correlation test in the confidence level of 99%, we can say:

As for the main hypothesis which believed inter-organizational factors moderate the correlation between organizational citizenship behaviors and organizational performance, the results of the research confirm this influence. In other words, the moderating influence of inter-organizational factors on correlation between organizational citizenship behavior and organizational performance can’t be denied. In a similar research, (Kastro et al., 2004) confirmed the moderating influence of inter-organizational factors on correlation between organizational citizenship behavior and performance.
Research Article

As for the first subsidiary hypothesis which believed organizational commitment moderates the relationship between organizational citizenship behaviors and organizational performance, the results of the research confirm this influence. In other words, the moderating influence of organizational commitment on relationship between organizational citizenship behavior and organizational performance is discarded. In a similar research, Kewis (2001) confirmed the correlation between organizational citizenship behavior and performance (Bowler, 2006).

As for the second subsidiary hypothesis which believed job satisfaction moderates the correlation between organizational citizenship behaviors and organizational performance, the results of the research confirm this influence. In other words, the moderating influence of job satisfaction on correlation between organizational citizenship behavior and organizational performance is denied. In a similar research (Kastro et al., 2004) confirmed the moderating influence of job satisfaction on relationship between organizational citizenship behavior and performance (Abraham and Josmanz, 2006).

Recommendation

The following recommendations are put forward considering the organizational documents and interviews with managers and experts:

Managers can increase the moderating influence of job satisfaction on relationship between organizational citizenship behavior and performance by giving freedom to employees to choose their position, adapting an appropriate manner of interaction between supervisors and subordinates, creating an constant employment environment for employees, creating an atmosphere and capacity of advancement and promotion for employees, creating a desirable atmosphere for cooperation between colleagues, and paying appropriate salaries in accordance to the job they have done.

Managers can increase the moderating influence of organizational commitment on the relationship between organizational citizenship behavior and performance by creating an environment where employees feel the organization’s problems as their own, consider themselves as members of a single family, have a great emotional attachment to organization, consider remaining in organization as much as a necessity as their personal tendency and desire, and have a great sense of loyalty to the organization they work in.

By creating conditions where employees help and respect those with heavy workload or newcomers, managers can promote citizenship behaviors in organization. They can make a great contribution to this goal by timely attendance, more-than-average presence in the office, keeping the office clean, attending the meetings and participating in conferences.

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Research Article


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