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**THE SURVEY OF CONCEPTUAL MODELING OF CAUSAL  
RELATIONSHIP BETWEEN JOB SATISFACTION WITH  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN CAMPUS  
RECREATION ADMINISTRATIONS**

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**ABSTRACT**

Organizational Citizenship behaviors (OCB) are those behaviors for which employees are neither rewarded by the organization in monetary terms nor employees are forced to show such behaviors but it contributes a lot in organizational effectiveness. The aim of this study was to determine of Conceptual modeling of causal relationship between job satisfactions with organizational citizenship behavior in campus recreation administrations of Islamic Azad University in Iran. This study was conducted in 470 campus recreation administrations of Islamic Azad University in Iran in 2014. In this cross-sectional study was performed on 224 randomly selected administrations. Data were collected through the "job satisfaction questionnaire" developed by Smith, Kendall, and Halyn" and the "organizational citizenship behavior questionnaire" employed by Organ and Konovsky. Data were analyzed by descriptive correlation method and structural equation. The study of each individual aspect of job satisfaction revealed that administrations were satisfied with nature of their job and their colleagues and salary ( $P < 0.001$ ) while they were neither satisfied with their job promotion nor their supervisors ( $P < 0.05$ ). As demonstrated by the findings of the present study, while the level of job satisfaction was low among the administrators, the level of their citizenship behavior was high.

**Keywords:** *Organization Citizenship Behavior (OCB), Job Satisfaction, Campus Recreation Administrations*

**INTRODUCTION**

Organization citizenship behavior (OCB) is a term that encompasses voluntary positive behavior of employees of an organization, which support and benefit the organizations. The employees who engage in organizational citizenship behavior may not always be the top performers but they are ones who always make effort to 'go the extra mile' or 'go above and beyond' the minimum performance required to do a job satisfactorily that's why OCB can also be termed as positive extra-role behavior, means performing above and beyond the formal role. Organizational Citizenship Behavior (OCB) is one of the most widely studied topics in organizational behavior research in recent years (Podsakoff *et al.*, 1993; Hannam and Jimmieson, 2002; Zeuars *et al.*, 2000; Ensher *et al.*, 2001; Jahangir *et al.*, 2004; Lievens and Anseel, 2004; Emmerik *et al.*, 2005; Khalid, 2005). This concept was introduced by Bateman and Organ (1980s) and latter on refined and strengthened by number of researchers such as (Podsakoff and Mackenzie, 1993; Jahangir *et al.*, 2004; Khalid, 2005). The (Organ, 1988) has identified five OCB dimensions namely altruism, courtesy, civic virtue, conscientiousness and sportsmanship. This is also known as Five Factor Model or Five-Dimension taxonomy. Altruism, which refers to helping behaviors of members of organization aimed at other members of organization; Conscientiousness, which refers to helping behaviors of members of organization aimed at the organization as a whole; Sportsmanship, which refers to the willingness on the part of the employee to tolerate less than ideal circumstances without complaining; Courtesy, which refers to actions of employees aimed at the prevention of future problems; and Civic virtue, which refers to a behavior of organizational member show concern about the life of the organization.

Determining how OCB contributes indirectly to an organization through the organization's social system has been of increasing interest to both scholars and managers. This behavior provides the necessary

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flexibility to work through many unforeseen contingencies, and it helps employees in an organization to cope with stressful conditions through interdependence (Smith *et al.*, 1983). The extant management literature suggests that OCB affects overall organizational effectiveness (Walz and Niehoff, 1996) and that managers often consider OCB when evaluating employee performance and determining promotions and pay increases (Podsakoff and MacKenzie, 1997). Thus, employees who engage in citizenship behavior are expected to have higher levels of job motivation and job satisfaction than employees who do not. Furthermore, it is suggested that these higher levels of OCB may lead to increased productivity and, consequently, higher profitability. Despite the growing interest in OCB, most researches have focused on a limited range of possible antecedents. For instance (Organ and Ryan, 1995) conducted a meta-analytic review of 55 studies of OCB. Their review focused on job attitudes such as fairness, organizational commitment, leadership consideration and personality variables. Some studies have concluded that one aspect of job attitude, job satisfaction, is a good predictor of employee performance.

#### **Job Satisfaction and Organizational Citizenship Behavior (OCB)**

There are considerable evidences that OCB and job satisfaction are positively related (Bateman and Organ, 1983; Lee and Allen, 2002; MacKenzie *et al.*, 1998; Moorman, 1993; Morrison, 1994; Organ and Konovsky, 1989; Smith *et al.*, 1983; William and Anderson, 1991). Bateman and Organ (1983) conducted a longitudinal, cross-lagged study in which they compared "supervisory ratings of OCB" and "employee self-reported levels of job satisfaction." They found a strong and positive relationship between overall OCB and contextual job satisfaction.

The most consistent and strongest relationships were between OCB and satisfaction with supervision and promotions. Becker and Billings (1993) also tested the relationship between OCB and contextual job satisfaction. In their study, each employee received two OCB scores: one self-reported rating and one score generated by the supervisor. As there were no significant differences between the two OCB ratings, the scores were combined to produce an overall OCB score that yielded a positive relationship between OCB and job satisfaction.

William and Anderson (1991) found positive relationships between both extrinsic and intrinsic job satisfaction and each of the OCB dimensions. In contrast (Lee and Allen, 2002) found that intrinsic satisfaction is positively related to OCBO but not to OCBI. Other researchers have found no significant relationships between OCB and job satisfaction (Chen *et al.*, 1998; Schappe, 1998). Chen *et al.*, (1998) tested the relationship between OCB and job satisfaction and failed to find a significant correlation between the two variables.

They used a single-item scale to measure overall job satisfaction and adapted three dimensions of the OCB scale (altruism, conscientiousness and sportsmanship) to create an overall OCB score. In the Malaysian context (Ahmad, 2006) has stated that four job attitudes, namely, organizational commitment, job satisfaction, procedural justice and distributive justice have a positive and direct impact on academicians' citizenship behaviors. Furthermore, a study among nurses in a health care institution (Othman, 2002) found that job satisfaction, organizational commitment and ethical climate were correlated to OCB.

From the above discussions, it is evident that there exist some contradictions in the literature. While some studies support the positive relationship between satisfaction and OCB, other studies have concluded that there is no relationship between satisfaction and OCB. To address this inconsistency, the present study investigates the relationship between the two dimensions of OCB (OCBI and OCBO) as the dependent variable and the two facets of job satisfaction (intrinsic job satisfaction and extrinsic job satisfaction) as the independent variable.

Furthermore, in this study, it has been assumed that in the HEI setting, employees who report high levels of intrinsic satisfaction with their work will be more involved in activities such as helping others who have been absent and defending the organization when others critics it. Therefore, this study is designed to measure the five dimensions of Job Satisfaction on OCB and examine how OCB is related to job satisfaction.

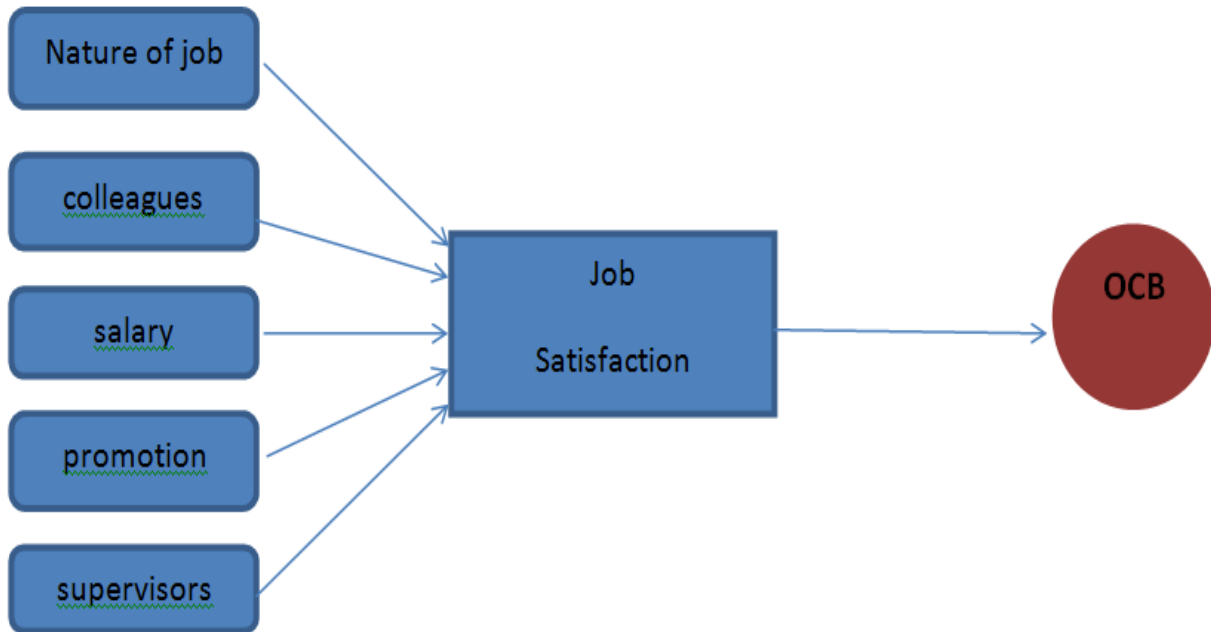
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### MATERIALS AND METHODS

#### Research Methodology

#### Research Design

The present research is descriptive-analytical because it will explain relationship among variables.



#### Population; Sample and Sampling Technique

Population of this research consists of campus recreation administrations of Islamic Azad University. In Iran in 2014 That were 470 men. 250 men were taken as sample. Multistage sampling is a type of probability sampling design. Multistage sampling technique is used for drawing sample from the population. In final 224 subjects answered the questionnaire accurately.

#### Instruments

2 Questionnaires was used as a data collection instrument. Organizational citizenship behavior (OCB) and Job satisfaction. Scale of organizational citizenship behavior is adopted from (Organ and Konovsky, 1996), this scale contains 15 items that divided 5 sections: Altruism, conscientiousness, sportsmanship, civic behavior, politeness and consideration. 5likert scale was used for obtaining structured responses which was also convenient in data analysis. Scale of job satisfaction is adopted from smith (Kendal and Haline, 1987), this scale contains 17 items that divided 5 sections: nature of job, colleagues, salary, promotion and supervisors.

#### Hypothesis

H1: nature of job is positively correlated with OCB

H2: colleagues is positively correlated with OCB

H3: salary is positively correlated with OCB

H4: promotion is positively correlated with OCB

H5: supervisors is positively correlated with OCB

### RESULTS AND DISCUSSION

#### Profile of Respondents

A total of 250 questionnaires were distributed, of which 224 were successfully completed and used in this study. The response rate was 89%. The sample was composed of 95% males and 5% females. All of the respondents were Iranian.

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**Respondent's Demographic Profile**

**Table 1**

Demographics	Number of participants(N)	Percentage(%)
<i>Gender</i>		
Male	215	%95
Female	9	%5
<i>Age</i>		
20-30	4	%2
31-40	112	%50
41-50	87	%39
Above 51	21	%9
<i>Education</i>		
B.A	39	%17
M.A	167	%75
Above Ph.D	18	%8
<i>Related field</i>		
Physical Education	196	%88
Non-Physical Education	28	%12

H1: nature of job is positively correlated with OCB.

**Table 2**

	R	R <sup>2</sup>	Beta	F	P
Nature of Job	0.53	0.28	0.64	21.42	0.000

*Dependent Variable OCB*

Table 2 shows that correlation between Independent variable(nature of job) and dependent variable(OCB) is 0.53 while regression coefficient R<sup>2</sup> is 0.28 which means that only 28% variation in OCB is due to nature of job and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.64 or 62% mean that if there is one unit increase in nature of job then OCB will increase by 0.64 units. F value is 21.42, it is greater than 10 so and P value is also less than 5% so model is fit. The results indicated that there is significant positive relationship (R=0.53, p<0.01) between nature of job and OCB, consequently hypothesis 1 is supported.

H2: colleagues is positively correlated with OCB

**Table 3**

	R	R <sup>2</sup>	Beta	F	P
colleagues	0.68	0.46	0.64	16.23	0.000

*Dependent Variable: OCB*

Table 3 shows that correlation between Independent variable(colleagues) and dependent variable(OCB) is 0.68 while regression coefficient R<sup>2</sup> is 0.46 which means that only 46% variation in OCB is due to colleagues and rest of variance in overall OCB can be attributed to other factors.

Unstandardized Beta is 0.54 or 54% mean that if there is one unit increase in colleagues then OCB will increase by 0.54 units.

F value is 16.23, it is greater than 10 so and P value is also less than 5% so model is fit. The results indicated that there is significant positive relationship (R=0.68, p<0.01) between colleagues and OCB, consequently hypothesis 2 is supported.

H3: salary is positively correlated with OCB.

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**Table 4**

	<b>R</b>	<b>R<sup>2</sup></b>	<b>Beta</b>	<b>F</b>	<b>P</b>
Salary	0.57	0.32	0.67	13.44	0.000

*Dependent variable: OCB*

Table 3 shows that correlation between Independent variable(salary) and dependent variable(OCB) is 0.57 while regression coefficient  $R^2$  is 0.32 which means that only 32% variation in OCB is due to salary and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.67 or 67% mean that if there is one unit increase in salary then OCB will increase by 0.67 units. F value is 13.44, it is greater than 10 so and P value is also less than 5% so model is fit. The results indicated that there is significant positive relationship ( $R=0.57$ ,  $p<0.01$ ) between salary and OCB, consequently hypothesis 3 is supported.

H4: promotion is positively correlated with OCB

**Table 5**

	<b>R</b>	<b>R<sup>2</sup></b>	<b>Beta</b>	<b>F</b>	<b>P</b>
Promotion	0.15	0.022	0.11	5.31	0.000

*Dependent variable: OCB*

Table 5 shows that correlation between Independent variable (promotion) and dependent variable(OCB) is 0.15 while regression coefficient  $R^2$  is 0.022 which means that only 2% variation in OCB is due to promotion and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.11 or 1.2% mean that if there is one unit increase in salary then OCB will increase by 0.11 units. F value is 5.31, it is lesser than 10 so and P value is also less than 5% so model is not fit. The results indicated that there is not significant positive relationship ( $R=0.15$ ,  $p<0.01$ ) between promotion and OCB, consequently hypothesis 3 is not supported.

H5: supervisors is positively correlated with OCB

**Table 6**

	<b>R</b>	<b>R<sup>2</sup></b>	<b>Beta</b>	<b>F</b>	<b>P</b>
Supervisors	0.26	0.067	0.14	8.68	0.000

*Dependent variable: OCB*

Table 4 shows that correlation between Independent variable (supervisors) and dependent variable(OCB) is 0.26 while regression coefficient  $R^2$  is 0.067 which means that only 6.7% variation in OCB is due to supervisors and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.14 or 1.4% mean that if there is one unit increase in salary then OCB will increase by 0.14 units. F value is 8.68, it is lesser than 10 so and P value is also less than 5% so model is not fit. The results indicated that there is not significant positive relationship ( $R=0.26$ ,  $p<0.01$ ) between supervisors and OCB, consequently hypothesis 3 is not supported.

**Conclusion**

Job satisfaction is found to be positively related with OCB. Employees who are more satisfied and they show more OCBs. Relationship of nature of job, colleagues and salary with OCB was find to be positive and Relationship of : promotion and supervisors was find to be a little positive that we call it nothing. So hypothesis 1, 2, 3 is supported and hypothesis 4, 5 is not supported. These results are also consistent with previous researches (Wilke and Lanzetta, 1970; Bolino *et al.*, 2002; Foote and Tang, 2008; Junhee *et al.*, 2009). This suggests that job satisfaction can be a strong predictor of OCB as it relates to overall OCB. On the other hand if we take the statement of (Organ *et al.*, 1995) that job satisfaction and OCB has a robust relationship, then it would be very easy to support this statement as current study only shows a strong relationship between job satisfaction and OCB.



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