

## **The Relationship of Job Satisfaction with Organizational Citizenship Behavior and Job Performance in Ahvaz Factory Workers**

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### **Abstract**

This study was conducted to examine the relationship of job satisfaction with organizational citizenship behavior and job performance in Ahvaz factory workers. It was hypothesized that job satisfaction is correlated positively with citizenship behavior and job performance, and that the former correlation is higher than the latter one. The sample consisted of 400 factory workers of Ahvaz, who were selected according to the stratified random sampling method. Job Descriptive Index, Organizational Citizenship Behavior (OSB 1), Organizational Citizenship Behavior (OCB 2), and two measures of job performance were used to measure the variables of this study. The results indicate that correlation coefficients between the five components of job satisfaction and the five components of each of the two measures of organizational citizenship behavior (OCB 1, and OCB 2) were positive and significant. Stepwise multiple regression analyses yielded  $R_1 = 0.64$  and  $R_2 = 0.60$  between the five components of job satisfaction and the overall scores on the two measures of OCB 1, and OCB 2. In addition, several correlation coefficients of job satisfaction, and its components, with the two measures of job performance were low but significant, although some of them were not significant.

**Keywords:** job satisfaction, organizational citizenship behavior, job performance

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**Introduction**

Researchers in industrial and organizational psychology and organizational behavior, as well as managers of organizations have shown an extended interest in the topic of job satisfaction. In fact, the highest number of studies, in the area of organizational behavior, has been conducted on job satisfaction (Spector, 1997).

Job satisfaction has many behavioral and organizational outcomes, such as withdrawal behavior (Mitra, Jenkins, & Gupta, 1992), absenteeism (Farrel & Stamm, 1998), turnover (Crampton & Wagner, 1994), burnout (Lee & Ashforth, 1996), Physical health and psychological well-being (O'Driscoll & Beehr, 1994), counter productive behavior (Chen & Spector, 1992), and life satisfaction (Hugick & Leonard, 1991).

Two important outcomes of job satisfaction are job performance and organizational citizenship behavior. The relationship between job satisfaction and job performance has been a controversial issue. Two meta-analyses found that the mean correlation of job performance with global job satisfaction was approximately 0.25 (Iaffaldano & Muchinsky, 1985). The correlation with individual facets varied in the Iaffaldano and Muchinsky meta-analysis from 0.054 with pay satisfaction to 0.196 for nature of work satisfaction.

Judge, Thoresen, Bono, and Patton (2001) conducted a qualitative and quantitative review of the relationship between job satisfaction and performance. These researchers assert that because of limitations in prior analyses and the misinterpretation of their findings, a new meta-analysis was conducted on 312 samples with a combined N of 54,417 subjects. The mean true correlation between overall job satisfaction and job performance was estimated to be 0.30.

Schleicher, Watt, and Greguras (2004) explain that past research has failed to examine the affective-cognitive consistency (ACC) of job attitudes and the implication this has for the strength of the attitude and its relationship with behavior (e.g., job performance). The results suggest that ACC is a significant moderator of the job satisfaction-job performance relationship, with those employees higher in ACC showing a

significantly larger correlation between job satisfaction and performance than those lower in ACC. A second study replicated these findings.

Recently, the relationship between job satisfaction and organizational citizenship behavior (OCB) has been the subject of many studies. Organ and Ryan (1995) conducted a meta-analysis of OCB studies. They compared altruism and compliance, which their relationships were 0.24 (28 studies), and 0.22 (25 studies) respectively. McNelly and Meglino (1994) divided OCB behavior into actions that benefit individuals versus actions that benefit organizations. Both types of OCB correlated significantly with job satisfaction at about the same level ( $r = 0.26$  for individual benefit and  $r = 0.25$  for organizational benefit).

Lowery, Beadles, and Krilowicz (2002) extended the relationship between job satisfaction and organizational citizenship behavior from white collar workers to blue collar workers. In this study, analysis of responses from a sample of 91 machine operators indicates that citizenship behaviors of blue collar workers are related to satisfaction of their coworkers, satisfaction with supervision, and satisfaction with pay, but not with satisfaction with opportunities for advancement and satisfaction with the work itself.

The present research was carried out to determine the correlation of job satisfaction with job performance and organizational citizenship behavior.

### **Research hypotheses**

The following hypotheses were tested in the present study:

1. There is a positive correlation between job satisfaction and organizational citizenship behavior.
2. There is a multiple correlation between the five facets of job satisfaction and the organizational citizenship behavior.
3. There is a positive correlation between job satisfaction and job performance.
4. There is a multiple correlation between the five facets of job satisfaction and job performance.

## **Method**

### **Sample**

The population of this research is consisted of the factory workers of Ahvaz city, in Iran. Five factories were selected to participate in this research, and 400 workers were selected by a stratified random sampling method to serve as the sample of this research.

### **Instruments**

Five questionnaires were used in this research. They are as follows:

1. Job Descriptive Index (JDI)
2. Self-Report Test of Job Performance
3. Job Performance Rating Scale
4. Organizational Citizenship Behavior 1 (OCB 1)
5. Organizational Citizenship Behavior 2 (OCB 2)

### **Job Descriptive Index (JDI)**

Of all the job satisfaction scales, the Job Descriptive Index (Smith, Kendall, & Hulin, 1960) has been the most popular with researchers (Kinicki, McKee-Ryan, & Carson, 2002). It assesses satisfaction with five distinct areas of work. The work itself, supervision, people, pay, and promotion. It contains 72 items. Each item is an adjective or short phrase that is descriptive of the job. Responses are “yes”, “uncertain”, or “no”.

A review of meta-analysis (Kinicki et al., 2002) confirmed the construct validity and reliability of this instrument.

### **Job Performance Scales**

In this study, we used two kinds of job performance scales. One of them is Self-Report Scale that has 10 items, and the other is Supervisors Ratings with 10 items. The rater is asked to indicate the effectiveness of an employee on individual critical tasks or on groups of similar tasks, called duties. These scales were first used in Iran, by Saiahi and Shokrkhan (1996).

### **Organizational Citizenship Behavior**

Organizational Citizenship Behavior (1) (Podsakoff, Mackenzie, Moorman, & Fetter, 1990) is a 24-item measure that provides five

subscales, including altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Organizational Citizenship Behavior (2) (Van Dyne, Graham, & Dienesch, 1994) is a 34-item measure that provides five subscales. These subscales include obedience, social participation, advocacy participation, functional participation and loyalty.

A most recent meta-analysis conducted by Bommer, Miles, and Grover (2007) showed that Organizational Citizenship Behavior scales have good reliability and validity. Evidences of reliability and validity of the above scales, as administered to Iranian relevant populations, in this research, are presented in Table 1.

Table 1  
*Reliability and Validity Coefficients of the Tests Used in the Present Research*

Tests	Reliability Coefficients		Validity Coefficients
	Coefficient Alpha	Split-half Reliability	
Global job satisfaction	0.85	0.80	0.48**
Satisfaction with work	0.83	0.80	0.43**
Satisfaction with supervision	0.70	0.85	0.47**
Satisfaction with coworkers	0.90	0.93	0.44**
Satisfaction with promotion	0.50	0.56	0.49**
Satisfaction with pay	0.52	0.67	0.42**
Citizenship behavior (1)	0.90	0.91	0.59**
Citizenship behavior (2)	0.93	0.94	0.61**
Job performance (rating scale)	0.84	0.82	0.44**
Job performance (self-report)	0.74	0.68	0.43**

\*\*  $p < .001$ .

As it can be seen in Table 1, all the reliability coefficients, except two, are above 0.70 and all the validity coefficients are significant at  $p < .001$ .

## Research Findings

Research findings are presented in two sections: the descriptive findings and the findings relevant to hypotheses. Descriptive findings, consisting of the means and the standard deviations of the research

variables, such as job satisfaction, job performance and organizational citizenship behavior are presented in Table 2.

Table 2

*Means and Standard Deviations of Job Satisfaction, Job Performance and Citizenship Behavior*

Variable Name	$\bar{X}$	SD	Variable Name	$\bar{X}$	SD
Satisfaction with work	38.76	6.45	Courtesy	14.88	4.01
Satisfaction with supervision	39.54	3.22	Altruism	8.31	2.14
Satisfaction with coworkers	37.82	8.77	Sportsmanship	17.55	4.84
Satisfaction with pay	18.10	3.58	Civic virtue	13.5	2.79
Satisfaction with promotion	22.16	4.17	Global citizenship behavior (2)	94.78	23.63
Global job satisfaction	166.28	15.18	Loyalty	17.54	5.15
Job performance (self-report)	29.47	7.14	Obedience	29.57	8.79
Job performance (rating scale)	14.88	5.29	Social participation	12.92	4.98
Global citizenship behavior (1)	68.99	14.09	Advocacy participation	20.95	6.68
Conscientiousness	14.74	2.96	Functional participation	13.88	4.01

The findings relevant to hypotheses are presented in Tables 3 to 9. The results of the first hypothesis, i.e. there is a positive correlation between job satisfaction, and its facets and organizational citizenship behavior and its components, are presented in Tables 3 and 4.

Tables 3 and 4 indicate that the correction coefficient between the global job satisfaction and the global organizational citizenship behavior (1) is 0.57, and the correlation coefficient between the global job satisfaction and the global organizational citizenship behavior (2) is 0.54,

both statistically significant at  $p < .001$ . In addition, most of the facets of job satisfaction have statistically significant correlations, at  $p < 0.01$ , with the components of citizenship behavior. These results confirm our first hypothesis.

The results of the second hypothesis, i.e. there is a multiple correlation between the five facets of job satisfaction and the global organizational citizenship behavior, are presented in Tables 5 and 6. Table 5 contains the results of the stepwise multiple regression analysis of the five facets of job satisfaction and the global OCB (1).

Table 3

*The Simple Correlation Coefficients between Job Satisfaction and Its Facets with OCB (1) and Its Components*

Job Satisfaction	Global OCB (1)		Conscientiousness		Courtesy		Altruism		Sportsmanship		Civic Virtue	
	r	p	r	p	r	p	r	p	r	p	r	p
Global job satisfaction	0.57	.001	0.43	.001	0.51	.001	0.44	.001	0.56	.001	0.40	.001
Satisfaction with work	0.32	.001	0.16	.001	0.26	.001	0.23	.001	0.38	.001	0.32	.001
Satisfaction with supervision	0.30	.001	0.23	.001	0.31	.001	0.22	.001	0.28	.001	0.13	.001
Satisfaction with coworkers	0.31	.001	0.27	.001	0.26	.001	0.24	.001	0.27	.001	0.22	.001
Satisfaction with pay	0.34	.001	0.22	.001	0.27	.001	0.29	.001	0.36	.001	0.25	.001
Satisfaction with promotion	0.43	.001	0.39	.001	0.42	.001	0.33	.001	0.39	.001	0.22	.001

As it is indicated in Table 5 the multiple-correlation between satisfaction with promotion, satisfaction with work, satisfaction with supervision, satisfaction with pay, satisfaction with coworkers and OCB

Table 4

*The Simple Correlation Coefficients between Job Satisfaction and Its Facets with OCB (2) and Its Components*

Job Satisfaction	Global OCB (2)		Loyalty		Obedience		Social Participation		Advocacy Participation		Functional Participation	
	r	p	r	p	r	p	r	p	r	p	r	p
Global job satisfaction	0.54	.001	0.21	.001	0.58	.001	0.16	.001	0.61	.001	0.42	.001
Satisfaction with work	0.32	.001	0.21	.001	0.28	.001	0.28	.001	0.29	.001	0.24	.001
Satisfaction with supervision	0.33	.001	0.15	.001	0.32	.001	0.22	.001	0.32	.001	0.31	.001
Satisfaction with coworkers	0.28	.001	0.06	.147	0.34	.001	-0.06	.56	0.38	.001	0.21	.001
Satisfaction with pay	0.27	.001	0.09	.043	0.31	.001	0.09	.43	0.32	.001	0.23	.001
Satisfaction with promotion	0.36	.001	0.13	.021	0.43	.001	0.07	.34	0.41	.001	0.24	.001

Table 5

*Results of Stepwise Multiple Regression Analysis of Job Satisfaction and OCB (1)*

Statistical Indices Predictive Variables	MR	RS	?	t	p
Satisfaction with promotion	0.43	0.18	0.10	2.35	.001
Satisfaction with work	0.60	0.35	0.36	12.19	.001
Satisfaction with supervision	0.62	0.39	0.19	7.06	.001
Satisfaction with pay	0.63	0.41	0.11	2.94	.001
Satisfaction with coworkers	0.64	0.41	0.10	2.94	.001

(1) was 0.64, which is statistically significant at  $p < .001$ , and explains 41% of the variance of OCB (1).

Table 6 contains the results of the stepwise multiple regression analysis of the five facets of job satisfaction and OCB (2).

Table 6

*The Results of the Stepwise Multiple Regression Analysis of Job Satisfaction and OCB (2)*

Statistical Indices Predictive Variables	MR	RS	?	t	p
Satisfaction with promotion	0.35	0.12	0.31	6.64	.001
Satisfaction with work	0.53	0.28	0.37	9.93	.001
Satisfaction with supervision	0.58	0.34	0.26	6.67	.001
Satisfaction with coworkers	0.64	0.41	0.13	2.99	.001

The results of the stepwise multiple regression analysis, in table 6, indicate that only 4 facets, out of the five facets of job satisfaction, have significant multiple correlation with the global OCB (2), which is equal to 0.64, and explaining 41% of the variance of the criterion variable.

The results of the third hypothesis, i.e. there is a positive correlation between job satisfaction and job performance, are presented in Table 7.

Table 7

*Simple Correlation Coefficients between Job Satisfaction and Its Facets with Two Types of Job Performance*

Job Satisfaction Job Performance	Job Performance (Rating Scale)		Job Performance (Self-Report)	
	r	p	r	p
Global job satisfaction	0.14	.004	0.16	.001
Satisfaction with work	0.32	.001	0.10	.034
Satisfaction with supervision	0.13	.006	0.12	.007
Satisfaction with coworkers	0.04	.410	0.08	.076
Satisfaction with pay	0.06	.220	0.09	.049
Satisfaction with promotion	0.06	.224	0.075	.135

Table 7 shows that the global job satisfaction is correlated positively and significantly with the two types of job performance. In addition, most of the facets of job satisfaction are correlated positively and significantly with the two types of job performance. However, these correlation coefficients are at a low level. To get a better understanding of the relation between job satisfaction and job performance, a stepwise multiple regression analysis was carried out to examine the multiple correlations between the five facets of job satisfaction and the two types of job performance. This regression analysis provides evidence to test the fourth hypothesis, i.e. there is a multiple correlation between the five facets of job satisfaction and the job performance. These results are presented in Tables 8 and 9.

Table 8

*The Results of the Stepwise Multiple Regression Analysis of the Facets of Job Satisfaction and Job Performance (Rating Scale)*

Statistical Indices Predictive Variables	MR	RS	?	t	p
Satisfaction with work	0.32	0.10	0.33	6.9	.001
Satisfaction with supervision	0.35	0.12	0.13	2.94	.001

As it can be seen in Table 8, only satisfactions with work and with supervision have a multiple correlation with job performance on the basis of the rating scale.

Table 9

*The Results of the Stepwise Multiple Regression Analysis of the Facets of Job Satisfaction and Job Performance (Self-Report)*

Statistical Indices Predictive Variables	MR	RS	?	t	p
Satisfaction with work	0.13	0.01	0.13	2.96	.001
Satisfaction with supervision	0.17	0.02	0.10	2.74	.001

Table 9 shows that only satisfaction with work and satisfaction with supervision have multiple correlations with job performance, as measured by self-report. These two facets of job satisfaction explain only 2% of the job performance variance.

### **Discussion**

The results of simple correlation indicate that overall job satisfaction and the two facets of satisfaction with work itself and satisfaction with supervision are correlated significantly with job performance. The highest correlation coefficient was 0.32 and the lowest was .10. The results of the stepwise multiple regression analysis of the facets of job satisfaction and job performance (rating scale) also confirmed that only satisfaction with work and satisfaction with supervision correlate significantly with job performance, with multiple correlation coefficient equal to 0.35. These findings are compatible with those of Brayfield and Crockett (1955), Vroom (1964), Iaffaldano and Muchinsky (1985), and Judge et al. (2001), although, these correlation coefficients are low.

The results also show that overall job satisfaction and most of its facets have positive and significant correlation coefficients with the OCB (1) and its five components, and with OCB (2) and most of its components. These correlation coefficients are much higher than those between job satisfaction and job performance. These results are also compatible with those of Bateman and Organ (1983).

Fisher (1980) argues that the reason for low correlation between job satisfaction and job performance is in the fact that an overall attitude has been correlated with a specific behavior (performance). Organ (1983) believes that the low correlation coefficient between job satisfaction and job performance is, to some extent, due to the method used to measure performance. If performance is measured in a limited manner, as a quantitative or qualitative product, it will not have a strong relation with job satisfaction. It is possible that an employee is satisfied with his/her job, but it is not feasible for him/her to increase his/her performance quantitatively or qualitatively. Thus, a relationship is not found between

job satisfaction and job performance. On the other hand, the same person can contribute to his/her organization in many other different ways.

Bateman and Organ (1983) offer two reasons for the influence of job satisfaction on organizational citizenship behavior. First, they mention the norm of reciprocity. If an employee's satisfaction is to a great extent due to his work, he may be motivated to exhibit helping behaviors at his work place. Second, if people are in good affective moods (due to some aspect of their job) they are more inclined to participate in altruistic actions. Thus, a stronger relationship between job satisfaction and performance is logical.

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