

RELATIONSHIP BETWEEN THE DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND THE FACETS OF JOB SATISFACTION (AN EMPIRICAL STUDY IN A GROUP OF COMPANIES IN TURKEY)

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Abstract

The purpose of this study is to examine the relationship between the dimensions of organizational citizenship and facet of job satisfaction. The sample data are derived from a questionnaire survey of 199 in a group of companies in Istanbul in Turkey. The results indicate that the facets of job satisfaction have various impacts on the dimensions of organizational citizenship behavior and every facets of job satisfaction do not predict each dimension of organizational citizenship behavior.

Key Words: job satisfaction, organizational citizenship behavior

1. Introduction

Organizational citizenship behavior (OCB) aims to protect the organization against destructive and undesirable behaviors which prevent the organization's healthy operations, improves incumbents' skills and abilities and increases performance and productivity of organization by effective coordination. In this respect OCB is very closely related with organization's competitiveness, organizational learning, adaptations for environment and incumbents' loyalty, commitment, performance and altruism (Basım and Şener, 2006: 83-101). OCB is accepted as vital subject to survival of an organization (Murphy et al., 2002: 525-550). On the other hand, job dissatisfaction may produce detrimental reactions against the achievement of the goals of the organization (Henne and Locke, 1985: 221-240). Higher level of OCB may result in better organizational out comes such as more productivity and profitability. If employees have low job satisfaction (JS) there may be many negative effects on both employees and the organization such as higher absenteeism and turnover rate, and lower commitment. Employees who have grater JS are expected to have higher OCB than who do not have.

Management literature gives great importance for JS and OCB. There has been a considerable amount of research on the topic of OCB and JS. The relationship between JS and OCB is widely researched. But the relationship between facets of JS and dimensions of OCB is relatively less studied. The purpose of this paper is to empirically investigate and understand the impact of the facets of JS on the dimensions of OCB within the context of a group of companies.

The findings of this study can contribute to understand the relationship between the facets of JS and the dimensions of OCB and may provide an insight for having better organizational outcomes.

The study begins with conceptual background, literature review and hypotheses development. Then research methods are presented. Part four expresses the findings. The fifth part is conclusion and implication.

2. Literature review and hypotheses development

2.1. Job Satisfaction

JS has been defined in many ways. The most widely used definition of JS is that of Locke (Judge and Klinger, 2008: 394). According to Locke (1976), job satisfaction or dissatisfaction is "an emotional response to a value judgment". If one perceives that the job meets or allows fulfillment of one's important values, one will experience a "pleasurable emotion of satisfaction". If not, one will experience the emotion of dissatisfaction. The intensity of emotional reactions depends on importance of one's values (Henne and Locke, 1985: 221-240). JS refers to an employee's

general attitude toward his or her job. An individual who is satisfied with his or her job holds positive attitude toward the job (Robbins, 2000: 20).

There is a high level of agreement among the social scientist that JS is a positive emotional reaction to a particular job (Oshagbemi, 2003: 1210-1232; 2000: 331-343; 1999: 388-403; Scarpello, 1992, 125-140). JS is not a unitary concept. An employee can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects (Kreitner and Kinicki, 2004, 202). Chirchill and his colleagues defined the construct of job satisfaction as consisting of seven components (Chirchill et al., 1974: 254-260): the job itself, fellow workers, supervision, company policy and support, pay, promotion and advancement and customers.

Job itself: Most employees want an interesting and significant job which allows success, progress and growth for them. Moreover, they want responsibility, autonomy, role clarity, feedback from managers and lack of role conflict (Henne and Locke, 1985: 221-240).

Fellow workers: Employees like their colleagues who have similar values with them and facilitate work accomplishment (Henne and Locke, 1985: 221-240). Robbins stated that friendly and supportive co-workers lead to increase in job satisfaction (Robbins, 2000: 20).

Supervision: Employees enjoy considerate, honest, fair and competent supervisors. They also want to be recognized and rewarded for good performance, and participate in decision making (Henne and Locke, 1985: 221-240). Although there may be some exceptions such as individual difference participative decision making leads to increased job satisfaction (Robbins, 2000: 200).

Company policy: Employees want to work in an organization that respects for them and their values, and are managed effectively (Henne and Locke, 1985: 221-240).

Pay: Pay affects the overall level of a worker's job satisfaction or dissatisfaction (Oshagbemi and Hickson, 2003: 357-367). Employees want fair and enough payment to meet their needs (Henne and Locke, 1985: 221-240). Pay fairness refers a comparison between what people believe they deserve to be paid and what others deserve to be paid (Jackson and Schuler, 2000: 401).

Promotion: A promotion refers to advancement to a position that is recognized as having higher status, increased responsibility and/or higher pay (Jackson and Schuler, 2000: 265; Dessler, 2008: 387). Employees want just and unambiguous promotion system. When people perceive that promotion decisions are made in fair, just manner and in line with their expectation they are like to be more satisfied in their job (Robbins, 2000: 20).

2.2. Organizational citizenship behavior

Organizational Citizenship Behavior (OCB) is one of the most widely studied topics in organizational behavior research (Podsakoff and MacKenzie, 1997: 133-151). Organ and his colleagues (Bateman, Smith and Near) first coined the term "Organizational Citizenship Behaviour" in 1983 (Podsakoff et al, 2000: 513-563). OCB has been defined as (Organ and Moorman, 1993: 5-18):

..contributions to organizational effectiveness that are neither mandated by individual job requirements nor recognized by the formal reward system, illustrates the challenge posed to narrowly defined models of rational self interest. Because OCB is discretionary, nor an enforceable role requirement...

From the definition and studies of Organ some features of OCB can be summarized as follows (Organ, 1990: 43-72; Organ and Ryan, 1995: 775-802; Paine and Organ, 2000: 45-59; Organ, 1997: 85-97):

- beneficial and informal behavior or gestures,
- discretionary; not enforceable requirement of the role or job description,
- not directly or explicitly recognized by formal reward system; noncompensated individual contributions in the workplace that goes role requirement
- enhances the effective functioning of the organizations in the aggregate.

Bateman and Organ enumerated a list of behaviors and gestures such as expression of personal interest in the work of others, suggestions for improvement, care for organizational property, punctuality, willingness to endure

occupational cost, and refraining from expressing resentment and complaining about insignificant matter etc. (Organ, 1990, 43-72).

OCB has much in common with the “contextual performance” or “citizenship performance” of Borman and Motowidlo (Organ and Ryan, 1995, 775-802; Borman et al., 2001: 52-66). Borman and Motowidlo (1993) defined contextual performance as individuals contribution to organizational effectiveness by volunteering for extra job activities, helping others, upholding workplace rules etc. (Organ and Ryan, 1995,775-802).

2.3. Types of Citizenship Behavior

Williams and Anderson classified OCB into two groups as OCB-Organizational and OCB-Individual (Williams and Anderson, 1991: 601-617): OCB-Organizational benefits the organization in general such as adhering to informal rules devised to maintain order. OCB-Individual benefits specific individuals and indirectly contributes the organization such as taking a personnel interest in other employees.

Podsakoff et al. identified almost 30 different forms of behaviors in examination of the literature and classified them into seven common dimensions (Podsakoff et al, 2000: 513-563): Helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self development. But there are some conceptual overlaps among concepts such as altruism and courtesy of Organ’s OCB (Podsakoff et al, 2000: 513-563).

Organ (1988) identified five major types (dimensions) of OCB; Altruism, conscientiousness, sportsmanship, courtesy, civic virtue (Podsakoff et al, 1990: 107-142).

Altruism can be called simply helping or helpfulness (Organ, 1997: 85-97). Altruism consists of voluntarily actions that help others with an organizationally relevant task such as voluntarily helping orientation of a new employee, sharing sales strategies, teaching employees useful knowledge or skills, showing employees how to accomplish difficult tasks (1998: 87-98; Borman et al., 2001: 52-66).

Conscientiousness is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al, 1993, 57: 107-142). More conscientiousness for an employee means more responsibility and less supervision (Podsakoff and MacKenzie, 1997: 133-151). Borman et al. stated that altruism and conscientiousness are the two major or overarching dimension of OCB (Borman et al., 2001: 52-66).

Sportsmanship is demonstrations of willingness to tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest, thus conserving organizational energies for task accomplishment and lightening the loads of managers (Organ and Ryan, 1995: 775-802; Organ, 1990: 43-72).

Courtesy or gestures are demonstrated in the interest of preventing creations of problems for co-workers (Organ, 1997: 85-97). A courteous employee avoiding creating problems for co-workers reduces intergroup conflict so managers do not fall into a pattern of crisis management (Podsakoff and MacKenzie, 1997: 133-151).

Civic virtue is a behavior on the part of an individual that indicates that employee responsibly participate in, is involved in, or concerned about the life of the company (Podsakoff et al, 1990, 1(2): 107-142). This dimension represents a macro level interest in, or commitment to, to the organization. This behavior shows willingness to participate actively in managerial events, to monitor organization’s environment for threats and opportunities, to look out for organization’s best interest. These behaviors reflect an employee’s recognition of being a part organization (Podsakoff et al, 2000: 513-563).

Relations between job satisfaction and organizational citizenship behavior

A large amount of studies is carried out by researchers addressing relationship between OCB and JS. Although findings of JS-OCB relationship vary across various researches there are considerable empirical base of evidence that JS has positive impact on OCB. According to Schnake et al. researchers expected JS to be correlated to OCB for two main reasons. One of them is norm of reciprocity. Employees tend to reciprocate the organization that helps or benefits them. Second is related to psychology. If employees experience a positive situation with their job, they tend to engage in prosocial behaviors (Schnake et al., 1995: 209-221). Here some examples of studies are provided to show the findings of previous studies.

Bateman and Organ examined the relationship between job satisfaction and OCB and suggested that job satisfaction is strongly and positively related to a "citizenship" dimension of role performance. They also found that each dimension of job satisfaction was positively correlated to citizenship behavior (Bateman and Organ, 1983: 587-595). 15 independent studies found a significant relationship between job satisfaction and OCB (Organ and Lingl, 1995: 339-350). A review of 55 studies shows a strong relationship between job satisfaction and OCB, at least among nonmanagerial and nonprofessional groups. Attitudinal measures such as perceived fairness, organizational commitment, leader supportiveness correlate with OCB at approximately the same level as satisfaction (Organ and Ryan, 1995). Consistent with Organ and Ryan (1995) Podsakoff et al. stated that job satisfaction, perceptions of fairness, and organizational commitment were positively related to citizenship behaviors (Podsakoff et al, 1990, 1(2): 107-142). Schnake et al. found that intrinsic JS was correlated all five dimension of OCB and extrinsic JS was correlated four dimension of OCB except courtesy. But JS exhibited an incremental effect beyond the effects of leader behaviors and perceived equity on only two of the five OCB dimensions, altruism and conscientiousness (Schnake et al., 1995: 209-221). Koy's study showed that there is a significant correlation between OCB and both Year 1's and Year 2's level of employee satisfaction (Koys, 2001, 101-114). A study on Egyptian managers indicated that OCB was positively associated with both JS with challenge and overall JS. But significant association with other dimensions (social, pay, security and growth) of JS were not found (Parnell and Crandall, 2003: 45-65).

According to Moorman the relationship between job satisfaction and OCB in the literature may be spurious and merely reflects the degree to which JS include job fairness. His research indicated that except altruism, there is a correlation between JS and other dimension of OCB (courtesy, sportsmanship, conscientiousness and civic virtue). But, when perceptions of fairness were measured separately from JS, JS was not related to OCB (Moorman, 1991, 845-855). A study by Moorman at al. indicated that JS was correlated to all dimensions of OCB. But when the relationship between procedural justice and OCB was controlled, JS was not related to OCB. They suggested that organizational commitment, JS and OCB might be all as consequence of fair treatment and procedures (Moorman at al., 1993, 209-225). Similarly, Konovsky and Organ's study on professional and administrative employees of a hospital indicated that fairness/satisfaction was significantly related to all five dimensions of OCB (Konovsky and Organ, 1996: 253-266).

Williams and Anderson found that two aspects of JS were differently related to OCB variable. The extrinsic component (which includes pay cognitions) predicted OCB-Organizational. But the intrinsic component predicted OCB-Individual (Williams and Anderson, 1991: 601-617). A study on Australian human service professionals indicated that job satisfaction correlates significantly various measures of OCB (time devoted to fete, number of committees joined and attendance at staff social) (Murphy et al., 2002: 525-550). A study on teachers indicated that JS was not a significant predictor of OCB (Mogotsi, 2009:106). Another study on teachers found that both intrinsic and extrinsic JS were correlated to OCB. Intrinsic job satisfaction was a dominant variable which influence OCB directly and indirectly through partial mediating role of value commitment (Zeinabadi, 2010: 998-1003). A study on teachers showed that there was a significant positive relationship between OCB and JS. Four dimensions of OCB was correlated to JS except courtesy. Findings also indicated that altruism and civic virtue contributed to JS. But the other three dimensions of OCB did not contribute significantly to JS (Fatimah, 2011: 115-121).

A study on faculty members showed a weak relationship between job satisfaction and OCB's dimensions. The job satisfaction was only related with courtesy and altruism dimensions of OCB, while other dimensions were insignificantly related with job satisfaction. Thus, the job satisfaction was a weak predictor of OCB (Mehboob et al., 2012: 1447-1455). A study on higher learning institutions indicated that both intrinsic and extrinsic dimension of JS were positively associated with OCB-organizational, but not with OCB-individual (Mohammad et al., 2011: 151-165).

Literatures in Turkish context also showed contradictory findings. A study showed that job satisfaction positively influenced the exhibition of courtesy and sportsmanship citizenship behaviors. But job satisfaction was not significant contributor of altruism, civic virtue, and conscientiousness (Ünüvar, 2006:88). A study on different sectors in İstanbul indicated that there was a strong correlation between JS and OCB (Gürbüz ve Yüksel, 2008: 174-190). A resent survey on employees in several industries suggested that there was a relationship between OCB and JS; and OSB has a positive effect on JS. OCB-organization and OCB- individuals had positive and significant effect on JS (Demirel and Özçınar, 2009: 129-145). A study on chemical industry showed that JS was a strong antecedent of OCB (Çekmecelioğlu, 2011: 29-47). A study on managers of a public bank in Ankara indicated that satisfaction with job itself and with promotion affected both OCB-organization and OCB-individuals. But satisfaction with pay

had insignificant effect on OCB-individuals and OCB-organization. Satisfaction with rewards and with fellow workers had a positive and significant impact on OCB-organization, but not OCB-individuals (Mert, 2010: 117-142).

Based on these findings the following hypotheses are proposed:

H1: The facets of job satisfaction predict organizational citizenship behavior of altruism.

H2: The facets of job satisfaction predict organizational citizenship behavior of civic virtue.

H3: The facets of job satisfaction predict organizational citizenship behavior of sportsmanship.

H4: The facets of job satisfaction predict organizational citizenship behavior of courtesy.

3. Research methodology

3.1. Sample and data acquisition

Participants for this research were obtained from 8 firms in a group of companies in Istanbul. These firms employ 800 people and operate in different fields such as information technology, publishing, logistic and distribution, printing, stationary marketing and catering. Data were gathered by a structured questionnaire. Link to the questionnaire was mailed to HR managers of firms and distributed by HR managers to the personnel of related organizations randomly taking number of employees and positions into consideration. The employees were encouraged by the HR managers to participate voluntarily. They were promised by the authors that their individual responses would not be participated. Questionnaires were completed on <http://docs.google.com>. A total 330 questionnaire were sent to the respondents and 199 of them completed giving a response rate 60.3. The data were processed using SPSS.

The profile of the participants is represented in Table 1. The sample is dominantly male (86%) and married (70.3%). 62.31% of subjects work in employee position. Most of subjects (65.8%) are less than 36 years old. Most of them (80,4%) have less than 6 years experience in current position. 63.8% percent of them have less than 11 years total experience. The predominant education level is bachelor and graduate (70.8%).

Table 1. Demographic variables			
		Frequency	Percent
Position	Employee	124	62,31
	Middle level manager	65	32,66
	Top level manager	10	5,03
Age (year)	18-25	26	13,07
	26-35	105	52,76
	36-45	59	29,65
	Over 45	9	4,52
Gender	Male	171	85,93
	Female	28	14,07
Marital status	Single	59	29,65
	Married	140	70,35
Education profile	High and primary school	38	19,09
	Vocational school	21	10,55
	Bachelor	98	49,25
	Graduate	43	21,61
Job Tenure (year)	1-5	160	80,40
	6-10	29	14,57
	Over 10	10	5,03
Total Tenure (year)	1-5	69	34,67
	6-10	58	29,15
	11-15	37	18,59
	Over 15	35	17,59
Income per mount (TL)	Under 1001	23	11,6
	1001-1500	42	21,1

1501-2000	48	24,1
2001-3000	57	28,6
Over 3000	29	14,6

3.2. Measurement of variables

Measurement scales used in this study were taken from previous studies. OCB was assessed by using altruism, conscientiousness, sportsmanship, courtesy and civic virtue scales that were developed by Podsakoff and his colleagues (Podsakoff et al, 1990: 107-142). OCB was measured with 19 items. JS was developed by Churchill and his colleagues (Churchill et al., 1974) and used by Schwepker (2001: 39-52). JS was measured with 17 items on the basis of work itself, promotion, pay, supervision, company policy and fellow workers dimensions. Turkish version of JS scales are used by Zehir et al. (2003; 2011; 2012). Turkish version of OCB is widely used by academicians (i.e. Dilek, 2005; Ünüvar, 2006). All scales were assessed with a five point Likert scale, ranging from (1) strongly disagree to (5) strongly agree.

3.3. Data analysis

The analyses included reliability testing and factor analysis. Multiple regression analyses were conducted to test hypotheses. Several descriptive variables were included as control variables (see Table 1). In the first step, the one of the dimensions of OCB was regressed on the control variables using the “enter” method. In the second step a similar set of regressions was conducted, but adding the facets of JS. Factor scores are used for regression analyses.

3.4. Reliability and factor analysis

Data analysis was conducted in three major phases. All scales were first subjected to reliability analysis. Cronbach's alpha was used to assess the internal consistency reliability of the scales. Item analysis indicated that dropping any items from the scales would not significantly raise the alphas. The alphas for the JS and OSB were 0.78 and 0.92 respectively, which suggest that the measures of these scales were sufficiently reliable. Second step in the analysis was to investigate the factor structure and identify the dimensions of the measures using exploratory factor analysis. The data were found feasible to conduct the factor analysis. Kaiser-Meyer-Olkin (KMO) signified that each factor had adequate number of items. In the present study, KMO values for OCB (0.82) and JS (0.89) were satisfactory. In addition, the values of Bartlett test of sphericity indicated significant values ($p=0.00$). Commonalities were inspected to extract factor loading smaller than 0.50. Rotated component matrix was performed in order to identify which items were loaded on which factor. After removing factors loaded on different dimension than the original one and double loaded factors, the processes were iterated for each scale.

Following tables indicate the factor loadings, KMO and Chi-Square and Cronbach's alpha values and variance explained for each component and show which items are included in each of the subscales.

The four components identified after removing six items from the OCB as follows: (1) altruism, (2) civic virtue (3) sportsmanship and (4) courtesy (Table 2.). The cumulative percentage of variance is 62.64.

Table 2. Factor analysis for organizational citizenship behavior

The four components of organizational citizenship behavior	Components			
	1	2	3	4
1. I help others who have heavy workloads.	0,849			
10. I am always ready to lend a helping hand to those around me.	0,760			
23. I help orient new people even though it is not required.	0,732			
15. I willingly help others who have work related problems.	0,682			
11. I attend functions that are not required, but help the company image.		0,805		
6. I keep abreast of changes in the organization.		0,793		
12. I read and keep up with organization announcements, memos, and so on.		0,771		

4. I consume a lot of time complaining about trivial matters. R			0,810	
7. I tend to make “mountains out of molehills”. R			0,784	
16. I always focus on what’s wrong, rather than the positive side. R			0,726	
8. I consider the impact of my actions on coworkers.				0,839
20. I am mindful of how my behavior affects other people’s jobs.				0,767
17. I take steps to try to prevent problems with other workers.				0,433
<i>Cronbach's Alpha</i>	0,795	0,767	0,678	0,536
<i>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</i>	0,768			
<i>Bartlett's Test of Sphericity</i>	711,743***			
<i>Variance Explained %</i>	19,027	16,520	14,542	12,560

*** Significant at 0.001

Finally, four components came out as a result of the factor analysis of the JS after removing two items (Table 3): (1) satisfaction with supervisors, promotions and corporate policies (CSP), (2) satisfaction with the job itself, (3) satisfaction with fellow workers, and (4) satisfaction with pay. The cumulative percentage of variance is 71.8.

Table 3. Factor analysis for job satisfaction

The four components of job satisfaction	Components			
	1	2	3	4
JS 7. Top management really knows its job.	0,828			
JS 3. Management is progressive.	0,820			
JS 6. My manager has always been fair in dealings with me.	0,742			
JS 8. My opportunities for advancement are not limited.	0,725			
JS 12. My manager gives us credit and praise for work well done.	0,719			
JS 14. This company operates efficiently and smoothly.	0,710			
JS 19. Persons in this company receive good support from the home office.	0,704			
JS 15. There are plenty of good jobs here for those who want to get ahead.	0,702			
JS 4. The company has an fair promotion policy.	0,674			
JS 1. My manager really tries to get our ideas about things.	0,645			
JS 13. My work is satisfying.		0,831		
JS 2 My work gives me sense of accomplishment		0,825		
JS 18. I am really doing something worthwhile in my job		0,686		
JS 10. My fellow workers are pleasant.			0,896	
JS 16. The people I work with are very friendly.			0,886	
JS 5. My pay is high in comparison with what others get for similar work in other companies.				0,868
JS 9. In my opinion, the pay here is higher than in other companies.				0,856
<i>Cronbach's Alpha</i>	0,93	0,81	0,88	0,81
<i>KMO</i>	0,89			
<i>Bartlett's Test of Sphericity (Chi-Square)</i>	2200,7***			
<i>Variance Explained %</i>	33,44	14,33	11,76	11,64

*** Significant at 0.001

4. Findings

Hypothesis 1 proposed that “the facets of job satisfaction predict organizational citizenship behavior of altruism”. To test this hypothesis, OCB of altruism was regressed on the control variables and the facets of JS (Table 4). In the first step, altruism was regressed on the control variables. The regression equation is significant ($F= 2,463^*$, adjusted $R^2=$

0.056). Some of the control variables (education, marital status, salary) are related to altruism (see Table 4, first step). In the second step, four facets of JS were added to the control variables as independent variables. The regression equation is significant ($F= 3.229^{***}$, adjusted $R^2=0.119$). Thus 12% of the variance in altruism can be explained by the job satisfaction dimensions. The facets of job satisfaction with job itself and with fellow workers positively and significantly influence the exhibition of OCB of altruism ($B= 0.172$, $t= 2,415^*$; $B= 0,235$, $t= 3,448^{***}$). The more employees experience JS with job itself and with fellow workers the higher their reported levels of altruism. But, the satisfaction with CSP and the satisfaction with pay do not predict altruism. Therefore, the results of the regression analysis show that Hypothesis 1 is partially supported for the facets of JS predicting altruism in this sample.

Table 4. Regression analysis control variables, facets of job satisfaction and altruism

Step	Independent variables	Dependent variable (Altruism)		
		Standardized Coefficients Beta	t	Sig.
1	Position	0,074	0,836	0,404
	Age	-0,124	-1,202	0,231
	Gender	-0,018	-0,254	0,800
	Marital status	0,167	1,994*	0,048
	Education profile	-0,252	-3,030**	0,003
	Job tenure	-0,034	-0,455	0,650
	Total tenure	-0,138	-1,317	0,189
	Salary	0,272	2,587**	0,010
	Adjusted R Square	0,056		
	F	2,463*		0,015
2	Position	0,083	0,950	0,343
	Age	-0,149	-1,483	0,140
	Gender	0,005	0,073	0,942
	Marital status	0,119	1,429	0,155
	Education profile	-0,206	-2,468	0,014
	Job tenure	-0,028	-0,379	0,705
	Total tenure	-0,095	-0,904	0,367
	Salary	0,189	1,766	0,079
	CSP	-0,047	-0,632	0,528
	Job itself	0,172	2,415*	0,017
	Fellow workers	0,235	3,448***	0,000
	Pay	0,036	0,526	0,600
	Adjusted R Square	0,119		
	F	3,229***		0,000
R Square Change	0,078			
F	4,407**		0,002	

* $p<0,05$ ** $p<0,01$ *** $p<0,001$

Hypothesis 2 proposed that “the facets of job satisfaction predict organizational citizenship behavior of civic virtue”. To test this hypothesis, OCB of civic virtue was regressed on the control variables and facets of JS (Table 5). In the first step, civic virtue was regressed on the control variables. The regression equation was significant ($F=2,326^*$, adjusted $R^2= 0,050$). Only one of the control variables (marital status) are related to civic virtue (see Table 5, first step). In the second step, four facets of JS were added to the control variables as independent variables. The regression equation is significant ($F= 4,764^{***}$, adjusted $R^2= 0,185$). Thus 18% of the variance in civic virtue can be

explained by the job satisfaction dimensions. The facets of job satisfaction with CSP, with job itself and with fellow workers positively and significantly influence the exhibition of OCB of civic virtue ($B= 0,303$, $t= 4,238^{***}$; $B= 0,177$, $t= 2,581^{**}$, $B= 0,208$, $t= 3,172^{**}$). The more employees experience JS with CSP, with job itself and with fellow workers the higher their reported levels of civic virtue. But the satisfaction with pay does not predict civic virtue. Therefore, the results of the regression analysis show that Hypothesis 2 is partially supported for facets of JS predicting civic virtue in this sample.

Table 5: Regression analysis: control variables, facets of job satisfaction and civic virtue

Step	Independent variables	Dependent variable (civic virtue)		
		Standardized Coefficients Beta	t	Sig.
1	Position	0,143	1,606	0,110
	Age	0,090	0,869	0,386
	Gender	-0,035	-0,482	0,630
	Marital status	0,191	2,276*	0,024
	Education profile	-0,016	-0,197	0,844
	Job tenure	-0,137	-1,801	0,073
	Total tenure	-0,153	-1,453	0,148
	Salary	-0,236	-2,240	0,026
	Adjusted R Square	0,050		
	F	2,326*		0,021
2	Position	0,070	0,828	0,409
	Age	0,132	1,366	0,174
	Gender	0,017	0,242	0,809
	Marital status	0,094	1,174	0,242
	Education profile	0,019	0,235	0,814
	Job tenure	-0,119	-1,683	0,094
	Total tenure	-0,053	-0,529	0,597
	Salary	-0,194	-1,887	0,061
	CSP	0,303	4,238***	0,000
	Job itself	0,177	2,581**	0,011
	Fellow workers	0,208	3,172**	0,002
	Pay	-0,002	-0,025	0,980
	Adjusted R Square	0,185		
	F	4,764***		0,000
	R Square Change	0,145		
F	8,871***		0,000	

* $p < 0,05$ ** $p < 0,01$ *** $p < 0,001$

Hypothesis 3 proposed that “the facets of job satisfaction predict organizational citizenship behavior of sportsmanship”. To test this hypothesis, OCB of sportsmanship was regressed on the control variables and facets of JS (Table 6). In the first step sportsmanship was regressed on the control variables. The regression equation was insignificant ($F= 1.415$, adjusted $R^2= 0.016$, $p > 0.05$). None of the control variables predicts sportsmanship (see Table 6, first step). In the second step four facets of JS were added to the control variables as independent variables.

The regression equation is insignificant ($F= 1.400$, adjusted $R^2= 0.024$, $p> 0.05$). Therefore, the results of the regression analysis show that Hypothesis 3 is not supported for facets of JS predicting sportsmanship in this sample.

Table 6. Regression analysis: control variables, facets of job satisfaction and sportsmanship

Step	Independent variables	Dependent variable (Sportsmanship)		
		Standardized Coefficients Beta	t	Sig.
1	Position	-0,161	-1,781	0,076
	Age	0,101	0,962	0,337
	Gender	-0,012	-0,163	0,871
	Marital status	0,161	1,882	0,061
	Education profile	0,014	0,164	0,870
	Job tenure	-0,020	-0,256	0,798
	Total tenure	-0,002	-0,015	0,988
	Salary	0,060	0,559	0,577
	Adjusted R Square	0,016		
	F	1,415		0,192
2	Position	-0,128	-1,389	0,166
	Age	0,080	0,753	0,452
	Gender	-0,030	-0,396	0,693
	Marital status	0,186	2,129*	0,035
	Education profile	0,000	0,002	0,998
	Job tenure	-0,020	-0,256	0,798
	Total tenure	-0,050	-0,454	0,650
	Salary	0,024	0,211	0,833
	CSP	-0,155	-1,976	0,050
	Job itself	0,017	0,222	0,825
	Fellow workers	0,010	0,136	0,892
	Pay	-0,085	-1,167	0,245
	Adjusted R Square	0,024		
	F	1,400		0,169
	R Square Change	0,027		
F	0,024		0,254	

* $p<0,05$ ** $p<0,01$ *** $p<0,001$

Hypothesis 4 proposed that “the facets of job satisfaction predict organizational citizenship behavior of courtesy”. To test this hypothesis, OCB of courtesy was regressed on the control variables and facets of JS (Table 7). In the first step, courtesy was regressed on the control variables. Results indicate that the control variables do not predict courtesy ($F= 1.594$, adjusted $R^2=0.023$, $p>0.05$). In the second step, four facets of JS were added to the control

variables as independent variables. The regression equation is significant ($F= 2,674^{**}$, adjusted $R^2= 0,092$). Thus 9% of the variance in courtesy can be explained by the job satisfaction dimensions. The facets of job satisfaction with job itself and with pay positively and significantly influences the exhibition of OCB of courtesy ($B= 0,181$, $t= 2,505^*$; $B= 0,205$, $t= 2,929^{**}$). The more employees experience JS with job itself and with pay the higher their reported levels of courtesy. But the satisfaction with CSP and with fellow workers doesn't predict courtesy. Therefore, the results of the regression analysis show that Hypothesis 4 is partially supported for facets of JS predicting courtesy in this sample.

Table 7. Regression analysis: control variables, facets of job satisfaction and courtesy

Step	Independent variables	Dependent variable (Courtesy)		
		Standardized Coefficients Beta	t	Sig.
1	Position	0,081	0,895	0,372
	Age	-0,104	-0,991	0,323
	Gender	-0,094	-1,265	0,208
	Marital status	0,033	0,387	0,699
	Education profile	-0,079	-0,935	0,351
	Job tenure	0,003	0,041	0,967
	Total tenure	-0,154	-1,437	0,152
	Salary	-0,067	-0,628	0,531
	Adjusted R Square	0,023		
	F	1,594		0,129
2	Position	0,055	0,621	0,535
	Age	-0,099	-0,973	0,332
	Gender	-0,050	-0,686	0,494
	Marital status	-0,041	-0,482	0,631
	Education profile	0,003	0,038	0,970
	Job tenure	0,010	0,128	0,898
	Total tenure	-0,074	-0,692	0,490
	Salary	-0,111	-1,020	0,309
	CSP	0,130	1,729	0,086
	Job itself	0,181	2,505*	0,013
	Fellow workers	0,072	1,046	0,297
	Pay	0,205	2,929**	0,004
	Adjusted R Square	0,092		
	F	2,674**		0,002
	R Square Change	0,084		
F	4,594**		0,001	

* $p<0,05$ ** $p<0,01$ *** $p<0,001$

Figure 1 depicts the relations between the facets of JS and dimensions of OCB.

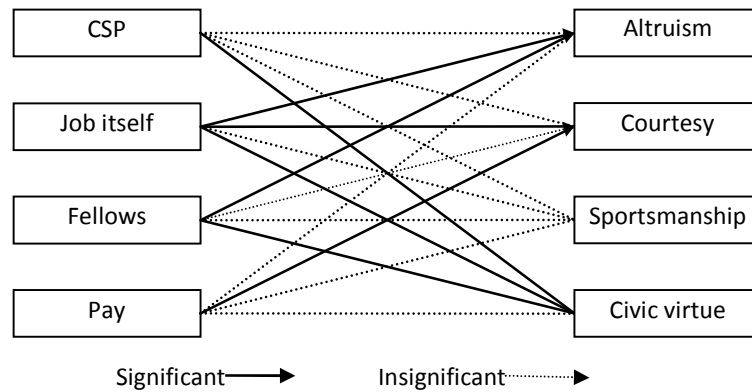


Figure 1: Summary of relationship between the facet of JS and the dimensions of OCB

5. Conclusion and implications

Both job satisfaction and organizational citizenship are multidimensional. An employee may be satisfied with a facet of job satisfaction and may not be satisfied with another. Same is true for organizational citizenship behavior. An individual can show one of the organizational citizenship behaviors such as altruism and can avoid sportsmanship. In this context the aim of this paper is to identify the impacts of facets of job satisfaction (company's policies, supervisors and promotion, job itself, work fellows and pay) on each dimension of organizational citizenship behavior (altruism, civic virtue, sportsmanship and courtesy). Generally it can be concluded that "the more the employees are satisfied the more they perform citizenship behaviors". But this produces a new question whether all facets of job satisfaction predict each dimension of organizational citizenship behavior. The findings indicate that every facets of job satisfaction do not predict each dimension of organizational citizenship behavior. Thus,

- Job satisfaction with job itself and with fellow worker predict altruism.
- Job satisfaction with job itself and with pay predict courtesy.
- Job satisfaction with company policy, supervisors and promotion, with job itself and with fellow workers predict civic virtue.
- The facets of job satisfaction do not predict sportsmanship.

One of the most interesting findings of this study is that satisfaction with pay has an impact only on courtesy. So organization which wants to improve employees' organizational citizenship behavior needs to be concerned with more than satisfaction with pay. The other interesting finding is that none of the facets of job satisfaction predicts sportsmanship. Sportsmanship may be related with people individual characteristics rather than satisfaction. Some individuals may tend to make problems bigger than as it is.

Management can evaluate outcome of organizational citizenship behavior whether it benefit organization or individual. Except satisfaction with pay all facets have positive impacts on direct organizational outcome (civic virtue). So, one important implication of this finding is that the management should pay attention to these facets to get direct outcome of organizational citizenship behavior.

It can be concluded that the facets of job satisfaction do not predict each organizational citizenship behavior. Only some facets of job satisfaction are weak predictor of the dimensions of organizational citizenship behavior.

There are some limitations to this study. One of these limitations is the sample which is comprised of a group of companies. This restricts generalization of findings. Second limitation is the low reliabilities for several dimensions such as courtesy which may be resulted from the small number of items used to measure them. Consciousness dimension of organizational citizenship behavior disappeared in the factor analysis. Future research can take all dimensions of job satisfaction and organizational citizenship behavior into consideration.

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