The relationship between job satisfaction, job burnout and organizational commitment with the organizational citizenship behavior among members of faculty in the Islamic Azad University – first district branches, in order to provide the appropriate model

Moslem Salehi a *, Abbas Gholtash a

a Assistant Professor, Islamic Azad University, Marvdasht branch, Iran

Abstract

The population of this study is consisted of all members of the faculty of the first district branches of Islamic Azad University, the number of whom is 3100 as of the academic year 2008-2009, among this number 341 were selected as a sample by the stratified sampling method. For collecting data, five questionnaires of organizational citizenship behavior (Podsakoff, 1990) job satisfaction (Blazer, 2000) job burnout (Maslach and Jackson, 1996) and organizational commitment (Allen and Mayer, 1991) were applied; and for analyzing the obtained data, the statistical methods of Pearson's correlation coefficient, multivariate regression and path analysis were used and the following results were found. The variables of job satisfaction and organizational commitment had a positive effect on the organizational citizenship behavior while job burnout had a negative effect on it. Job satisfaction has a negative effect on job burnout.

Keywords: organizational citizenship behavior, job satisfaction, job burnout, organizational commitment, organizational climate, member of faculty

1. Introduction

OCB, the focus of the current study, gained the most attention in the management and organization literature, and many definitions, conceptualizations, determinants, and outcomes of this phenomenon in the workplace have been suggested by, mostly, American scholars (e.g., Bolino, 1999; Diefendorff, Brown, Kamin, & Lord, 2002; Dipola & Tschannen-Moran, 2001; Kidwell et al., 1997; Organ, 1988, 1997; Turnipseed, 2002; Van Dyne, Graham, & Diener, 1994; Wayne & Green, 1993; Wong, Ngo, & Wong, 2003). Generally speaking, it is proposed that OCB denotes “those organizationally beneficial behaviors and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantee of recompense” (Organ, 1990, p. 46). Examples of OCB include helping other employees, volunteering for things that are not required, making innovative suggestions to improve a department, not abusing the rights of coworkers, not taking extra breaks, and attending elective company meetings (Kidwell et al., 1997). Although there has been considerable interest in the subject of OCB in business and organizational studies, there remains a paucity of research on this behavior among member of faculties. The analysis of organizational citizenship behavior is significant due to four reasons:

* Moslem Salehi. Tel.: +9809177052689; fax: +987524252181.
E-mail address: mlsalehi@yahoo.com.
(1) Emphasis on the organizational citizenship behavior could minimize the oppositions resulted from the ambiguity in job expectancies. (2) Organizational citizenship behavior reduces the need of specializing rare resources through emphasizing on the extra roles behaviors. (3) Educational institutions can create an environment which encourages the organizational citizenship behavior and in this environment, the facilitating factors of the organizational citizenship behaviors increase and reduce the barriers.

It provides the opportunity of having a deeper perception from the factors of organizational citizenship behavior and occupational and relative organizational variables for the higher educational administrations. (Izhar Oplatka, 2009).

The significance and the necessity of organizational citizenship behavior on the effectiveness of organization have been realized by the managers for long time. However, studies about specific factors which lead to the increase of organizational citizenship behavior in different organizational environment are few.

2. By considering the importance of the organizational citizenship behavior for the improvement of organizations, this question is discussed that is there a significant relationship between job satisfaction, job burnout and organizational commitment with organizational citizenship behavior among members of faculty in region 1 branches of Islamic Azad University?

In that, the researcher in this article has the intention of analyzing the impact of job satisfaction, job burnout and organizational commitment on the organizational citizenship behavior, and then present a model for explaining the relationship between these factors and organizational citizenship behavior.

1.1 purpose of this study

3. this study was designed to investigate the relationship between job satisfaction, job burnout and organizational commitment with the organizational citizenship behavior among members of faculty in the Islamic Azad University–first district branches. In particular two questions were tested:

1. Is there a significant relationship between job satisfaction, job burnout and organizational commitment with organizational citizenship behavior among members of faculty in region 1 branches of Islamic Azad University?

2. How many job satisfaction, job burnout and organizational commitment have influence on the organizational citizenship behavior among members of faculty in region 1 branches of Islamic Azad University?

2. Method

2.1 statistical population

4. The statistical population in this study consists of all members of faculty in Islamic Azad University (region1) which have been 3100 people in (2009-2010). The sample volume has been counted using Morgan's formula as 341 people. In order to choose the members of sample, the stratified sampling method has been applied.

2.2 Instruments

Organizational citizenship behavior was measured by a scale developed by podsakoff (2000). This scale has a five subscale (civic virtue, sportsmanship, courtesy, conscientiousness, altruism) and 24 items. Job satisfaction was measured by a scale developed by Blazer et al (2000). This scale has a five subscale (work on present job, pay, opportunities for promotion, supervision, coworkers) and 27 items. Organizational commitment was measured by a scale developed by Allen and Mayer (1991). This scale has a three subscale (affective commitment, normative commitment, continued commitment) and 18 items. Job burnout was measured by a scale developed by Maslach and Jackson (1996). This scale has a three subscale (emotional exhaustion, depersonalization, reduced personal accomplishment) and 22 items.
The Cronbach alpha reliabilities for organizational citizenship behavior, job satisfaction, organizational commitment and job burnout scale was 0.91, 0.88, 0.75, 0.91 in order.

2.3 Method of Analyzing the Data
Considering the discussed questions Pearson’s correlation coefficient and path analysis were applied.

3. Result & Discussion

3.1 first Research Question:
Is there a significant relationship between job satisfaction, job burnout and organizational commitment with organizational citizenship behavior among members of faculty in region 1 branches of Islamic Azad University?

Considering the gathered data, the correlation matrix between variables have been calculated. The calculated coefficients in the matrix are presented in table 1.

<table>
<thead>
<tr>
<th>variables</th>
<th>Organizational citizenship behavior</th>
<th>Job burnout</th>
<th>Organizational Commitment</th>
<th>job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational citizenship behavior</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job burnout</td>
<td>-0.85**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.60**</td>
<td>-0.57**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.65**</td>
<td>-0.55**</td>
<td>0.75**</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: **P<0.01

In the matrix above, The most correlation is related to the job burnout with the organizational citizenship behavior and the least correlation is related to the job satisfaction with job burnout.

3.2 Two Research Question
How many job satisfaction, job burnout and organizational commitment have influence on the organizational citizenship behavior among members of faculty in region 1 branches of Islamic Azad University?

Table2. Direct/indirect influence of job satisfaction, organizational commitment, and job burnout on the organizational citizenship behavior.

<table>
<thead>
<tr>
<th>Impacts</th>
<th>Direct Impacts</th>
<th>Indirect Impacts</th>
<th>General Impacts</th>
<th>$\hat{\eta}$</th>
<th>Variance Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>On the Organizational citizenship behavior</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>0.02</td>
<td>0.98</td>
</tr>
<tr>
<td>From job satisfaction</td>
<td>--------</td>
<td>0.07</td>
<td>0.07</td>
<td></td>
<td></td>
</tr>
<tr>
<td>From job burnout</td>
<td>--------</td>
<td>-0.04</td>
<td>-0.04</td>
<td></td>
<td></td>
</tr>
<tr>
<td>From organizational commitment</td>
<td>0.14</td>
<td>--------</td>
<td>0.14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On the Organizational Commitment</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>0.51</td>
<td>0.49</td>
</tr>
<tr>
<td>From job satisfaction</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Based on the Table2, job satisfaction has a indirect and positive influence (0.07) on the organizational citizenship behavior through job burnout and organizational commitment. job burnout has a indirect and negative influence (-0.04) on the organizational citizenship through organizational commitment. Organizational commitment has a direct and positive influence (0.14) on the organizational citizenship behavior. As it is observed, the most influence on the organizational citizenship behavior is made by job satisfaction, job burnout and organizational commitment variables in order. job satisfaction has a positive influence (0.65) on the organizational commitment through job burnout. job burnout has a negative influence (-0.32) on the organizational commitment. job satisfaction has a direct and negative influence (-0.52) on the job burnout. As it is observed, the most influence on organizational commitment is made by job satisfaction and organizational burnout variable in order.

The amount of the determined variance of organizational citizenship behavior by the job satisfaction, job burnout and organizational commitment is 0.02 and the amount of determined variance of job burnout by the job satisfaction is 0.27. Based on the Table2, the suitable statistical model for exploration the relationship between variables could be illustrated in the following figure:

![Diagram](image)
The amount of the indicators of goodness GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fix Index), CFI are (0.1), (0.99), (1) in order which signifies the high goodness of the model. The amount RMSEA is (0.04). The slightness of such indicator illustrates the better goodness of this model.

4. Discussion and Conclusion

As it has been disputed, job satisfaction has a positive influence on the organizational citizenship behavior. It means that by the increase of the level of faculty members’ satisfaction, their level of organizational citizenship behavior grows. This result is parallel with Moorman (1994) and Organ (1994).

As it has been cited, job burnout have an inverse influence on the organizational behavior of faculty members. It implies that by the increase of job burnout level, the level of organizational citizenship behavior of these people would be reduced. This study includes the same results as Chapman and Zarate (2008).

Based on what has been cited, organizational commitment have positive influence on the organizational citizenship behavior. The more faculty members are committed to university, the more organizational citizenship behavior is expected. They justify this belief by considering the fact that the behavior includes other constituent and voluntarily behaviors which are in the task explanation. In other words, people do not have to behave like that; it just shows their loyalty to work. At the time an employer works well and does more than task explanations; the principle assumes that this individual has an emotional commitment or high excitement dependency towards the organization. On the contrary, when an employer has a low level of behavior and performance, the principle thinks that one works only because there is no option for him or he has a continued commitment (Podsakoff et al 2006).

Acknowledgment:

I am Pleased from Prof Mohammad Ali Toosi.

References


