

**T.C.  
ISTANBUL AYDIN UNIVERSITY  
INSTITUTE OF SOCIAL SCIENCES**



**THE ROLE OF GENDER, JOB CHARACTERISTICS, JOB SATISFACTION,  
AND ORGANIZATIONAL COMMITMENT AS A DETERMINANT OF  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG THE WORKERS  
OF WELFARE ORGANIZATION**

**THESIS**

**Pouria MOTALEBI**

**Department of Business  
Business Administration Program**

**January 2020**



**T.C.  
ISTANBUL AYDIN UNIVERSITY  
INSTITUTE OF SOCIAL SCIENCES**



**THE ROLE OF GENDER, JOB CHARACTERISTICS, JOB SATISFACTION,  
AND ORGANIZATIONAL COMMITMENT AS A DETERMINANT OF  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG THE WORKERS  
OF WELFARE ORGANIZATION**

**THESIS**

**Pouria MOTALEBI**

**Y1612.130100**

**Department of Business  
Business Administration Program**

**Thesis Advisor: Prof. Dr. Akın MARŞAP**

**January 2020**



T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ  
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ



YÜKSEK LİSANS TEZ ONAY FORMU

İşletme İngilizce Anabilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans Programı Y1612.130100 numaralı öğrencisi POURIA MOTALEBI'nin "THE ROLE OF GENDER, JOB CHARACTERISTICS, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AS A DETERMINANT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG THE WORKERS OF WELFARE ORGANIZATION" adlı tez çalışması Enstitümüz Yönetim Kurulunun 30.12.2019 tarihli ve 2019/04 sayılı kararıyla oluşturulan jüri tarafından oybirliği/oyçokluğu ile Tezli Yüksek Lisans tezi 14.01.2020 tarihinde kabul edilmiştir.

<u>Unvan</u>	<u>Adı Soyadı</u>	<u>Üniversite</u>	<u>İmza</u>
<b>ASIL ÜYELER</b>			
Danışman	Prof. Dr.	Akın MARŞAP	İstanbul Aydın Üniversitesi
1. Üye	Dr. Öğr. Üyesi	Cihan TINAZTEPE	İstanbul Aydın Üniversitesi
2. Üye	Dr. Öğr. Üyesi	Farid HUSEYNOV	Gebze Teknik Üniversitesi
<b>YEDEK ÜYELER</b>			
1. Üye	Dr. Öğr. Üyesi	Burçin KAPLAN	İstanbul Aydın Üniversitesi
2. Üye	Dr. Öğr. Üyesi	Pınar BAŞAR	İstanbul Ticaret Üniversitesi

ONAY

Prof. Dr. Ragıp Kutay KARACA  
Enstitü Müdürü



## **DECLARATION**

I hereby declare with respect that the study “The role of gender, job characteristics, job satisfaction, and organizational commitment as a determinant of organizational citizenship behavior among the workers of welfare organization”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (14/1/2020)

**Pouria MOTALEBI**





## **FOREWORD**

I would like to thank Prof. Dr. Akin MARŞAP for his valuable comments, support, guidance, and encouragements throughout this study. It is to my beloved family that I dedicate this thesis. I am in eternal gratitude to my mom, dad, and brothers for their unconditional love and support throughout all my life.

Finally, I would like to express my sincere gratitude to all the people around me without whom this thesis would not have been completed.

**January 2020**

**Pouria MOTALEBI**



## TABLE OF CONTENT

	<u>Page</u>
<b>FOREWORD</b> .....	<b>vii</b>
<b>TABLE OF CONTENT</b> .....	<b>ix</b>
<b>ABBREVIATIONS</b> .....	<b>xi</b>
<b>LIST OF FIGURES</b> .....	<b>xiii</b>
<b>LIST OF TABLES</b> .....	<b>xv</b>
<b>ABSTRACT</b> .....	<b>xvii</b>
<b>ÖZET</b> .....	<b>xix</b>
<b>1. INTRODUCTION</b> .....	<b>1</b>
1.1 Significance of the study .....	4
1.2 Scope of the Study .....	6
1.3 Cultural Relevance .....	7
1.4 Research Questions .....	8
<b>2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK</b> .....	<b>11</b>
2.1 Organizational Citizenship Behavior: Its Roots and Related Frameworks .....	11
2.2 Variations In Organizational Citizenship .....	14
2.3 Job Satisfaction .....	16
2.4 Organizational Commitment .....	19
2.5 Job Characteristics .....	24
2.6 Gender .....	30
2.6.1 Gender and Sex .....	30
2.6.2 Overview of Gender role .....	30
2.6.3 Eagly's Social Role Theory .....	30
2.6.4 Masculinity and Femininity .....	32
2.6.5 Gender Stereotypes .....	33
2.7 OCB and Gendered Job-Type .....	35
2.8 Theoretical Framework And Hypotheses .....	39
2.8.1 The Job-Satisfaction Connection with the OCB .....	40
2.8.2 Gender, Sex and Organizational Citizenship Behavior .....	46
2.8.3 The Relationship Between Job Characteristics and Organizational Citizenship Behavior .....	66
2.8.4 The Relationship Between Organizational Commitment and Organizational Citizenship Behavior .....	70
<b>3. RESEARCH METHODOLOGY AND DATA ANALYSIS METHOD</b> .....	<b>76</b>
3.1 Introduction .....	76
3.2 Research Method .....	76
3.3 Statistical Population, Sample, Sampling .....	77
3.4 Research Tools .....	78
3.4.1 Allen and Meyer Organizational Commitment .....	78
3.4.2 Minnesota Satisfaction Questionnaire (MSQ) .....	78

3.4.3 Test of Hackman and Oldham's Job Characteristics Survey .....	80
3.4.4 Test of Organizational Citizenship Behavior (OCB).....	81
3.5 Hypotheses of Thesis .....	82
3.6 Research Methodology.....	82
3.7 Data Analysis Method.....	82
<b>4. RESEARCH FINDINGS.....</b>	<b>85</b>
4.1 Introduction .....	85
4.2 Descriptive Data .....	85
4.3 Inferential Findings.....	89
<b>5. DISCUSSION &amp; CONCLUSION .....</b>	<b>98</b>
5.1 Introduction .....	98
5.2 Discussion and Conclusion .....	98
5.3 Research Limitations.....	104
5.4 Research Suggestions.....	104
5.5 Functional suggestions.....	104
<b>REFERENCES .....</b>	<b>107</b>
<b>APPENDIX.....</b>	<b>123</b>
<b>RESUME .....</b>	<b>133</b>

## **ABBREVIATIONS**

<b>OCB</b>	: Organization Citizenship Behavior
<b>IRB</b>	: In-role behavior
<b>ERB</b>	: Extra-role behavior
<b>JCM</b>	: Job Characteristics Model
<b>MPS</b>	: Motivating Potential Score



## LIST OF FIGURES

	<u>Page</u>
<b>Figure 2.1:</b> Template of Work Features.....	25
<b>Figure 2.2:</b> Effective Performance Motivation Model.....	28
<b>Figure 2.3:</b> Correlation of factors with job satisfaction.....	41
<b>Figure 2.4:</b> Maslow’s Job satisfaction model.....	42
<b>Figure 2.5:</b> A social-role theory of sex differences in social behaviors. ....	51
<b>Figure 2.6:</b> A model of humor use, manager gender, and leader outcomes.....	57
<b>Figure 2.7:</b> Job characteristics model .....	67
<b>Figure 3.1:</b> Sampling.....	77
<b>Figure 3.2:</b> Job satisfaction in the diagram .....	80
<b>Figure 3.3:</b> Correlated Model of Citizenship Behavior.....	83
<b>Figure 4.1 :</b> Plot of regression and scatter .....	96





## LIST OF TABLES

	<u>Page</u>
<b>Table 4.1:</b> Descriptive indexes related to the gender of the subjects.....	85
<b>Table 4.2:</b> Descriptive indexes related to the age of the subjects.....	86
<b>Table 4.3:</b> Descriptive indexes related to the level of education.....	86
<b>Table 4.4:</b> Descriptive indicators related to the marital status of the subjects of the research .....	86
<b>Table 4.5:</b> Descriptive indexes related to employees experience.....	87
<b>Table 4.6:</b> Descriptive indices of research variables in sample people.....	88
<b>Table 4.7:</b> Pearson correlation coefficients between job satisfaction score and organizational citizenship behavior .....	89
<b>Table 4.8:</b> Gender correlation coefficients with citizenship behavior .....	90
<b>Table 4.9:</b> Pearson correlation coefficients between job characteristics and organizational citizenship behavior .....	91
<b>Table 4.10:</b> Pearson correlation coefficients between organizational commitment with organizational citizenship behavior .....	92
<b>Table 4.11:</b> Regression analysis of the criterion variable based on scores of predictive variables .....	93
<b>Table 4.12:</b> Analysis of variance of regression of criterion variable scores on predictive variable scores.....	94
<b>Table 4.13:</b> Predicting the variability of organizational citizenship behavior on predictor variables .....	95



**THE ROLE OF GENDER, JOB CHARACTERISTICS, JOB SATISFACTION,  
AND ORGANIZATIONAL COMMITMENT AS A DETERMINANT OF  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG THE WORKERS  
OF WELFARE ORGANIZATION**

**ABSTRACT**

The purpose of this thesis was to investigate the role of gender and job characteristics and job satisfaction also organizational commitment among welfare workers as a determinant of organizational citizenship behavior.

This work was carried out in the form of a descriptive-correlative outline, during the summer of 2018, the statistical demographics of the study includes all workers of the West Azerbaijan Region Welfare Organization (IRAN). Random sampling based on the Cochran table chosen as statistical samples. The findings showed a significant association between the actions of the female gender and the behavior of organizational citizenship ( $P < 0.01$ ). Also, Pearson's correlation coefficient and regression were used for data analysis. There is also a significant relationship between job characteristics and organizational citizenship behavior. The variables of job satisfaction, organizational commitment, autonomy, and payment system significantly explain the variance of employees' organizational citizenship behavior variables.

Also, the findings showed that the relationship between the total score of job satisfaction and dimensions of physical condition leadership style, organizational atmosphere, job variety, with organizational citizenship behavior, the welfare workers of West Azerbaijan province have a positive and meaningful relationship and correlations also show that high score in these variables is associated with a high score in organizational citizenship behavior.

**Keywords:** *Gender, Gender role, Gendered job-type, Gender stereotype, Job characteristics, Organizational citizenship behavior, Organization, Autonomy, Feedback, Job commitment*



# REFAH ÖRGÜTÜ ÇALIŞANLARI ARASINDA ÖRGÜTSEL VATANDAŞLIK DAVRANIŞININ BELİRLEYİCİSİ OLARAK CİNSİYET, İŞ ÖZELLİKLERİ, İŞ DOYUMU VE ÖRGÜTSEL BAĞLILIĞIN ROLÜ.

## ÖZET

Bu tezin amacı, toplumsal cinsiyet ve iş özellikleri ile iş tatmininin rolünü ve aynı zamanda sosyal güvenlik çalışanları arasında örgütsel vatandaşlık davranışının belirleyicisi olarak örgütsel bağlılığı incelemektir.

Bu çalışma, tanımlayıcı-korelatif bir taslak şeklinde gerçekleştirildi, 2018 yazında, çalışmanın istatistiksel demografisi Batı Azerbaycan Bölgesi Refah Örgütü'nün (İRAN) tüm çalışanlarını içeriyor. Tesadüfi örnekleme Cochran tablosuna dayanmaktadır. Bulgular, kadın cinsiyetinin eylemleri ile örgütsel vatandaşlık davranışı arasında anlamlı bir ilişki olduğunu göstermiştir ( $P<0.01$ ). Ayrıca veri analizi için Pearson korelasyon katsayısı ve regresyon kullanılmıştır.

Ayrıca iş özellikleri ile örgütsel vatandaşlık davranışı arasında anlamlı bir ilişki vardır. İş tatmini, örgütsel bağlılık, özerklik ve ödeme sistemi değişkenleri, çalışanların örgütsel vatandaşlık davranışı değişkenlerinin varyansını önemli ölçüde açıklamaktadır.

Ayrıca, bulgular iş doyumunun toplam puanı ile fiziksel durum liderlik stilinin boyutları, örgütsel atmosfer, iş çeşitliliği, örgütsel vatandaşlık davranışı, Batı Azerbaycan eyaletinin refah işçilerinin pozitif ve anlamlı bir ilişki ve korelasyonları olduğunu göstermiştir. bu değişkenlerdeki yüksek puanın örgütsel vatandaşlık davranışındaki yüksek puanla ilişkili olduğunu göstermektedir.

**Anahtar Kelimeler:** *Cinsiyet, Cinsiyet rolü, Cinsiyetli iş türü, Cinsiyet kalıpyargısı, İş özellikleri, Örgütsel vatandaşlık davranışı, Örgüt, Özerklik, Geri bildirim, İş taahhüdü*



## 1. INTRODUCTION

Throughout the mechanical age, the most worry and stress of management way find a modern way to create manual laborers that increasingly profitable. So, there was a scientific management system by Taylor that was very popular in the 20th century. If we want to talk about the nature and essence of this model we can say the way a harsh and strict from top to bottom hierarchy, to an extreme little division of labor with foreordained strategies of doing each work.(Warner,1990:17).

However, if we want to talk about the 1980s, we can say that today's knowledge-based economy cannot be comparable with the hierarchical and administrative and bureaucratic organizational format of the 1980s, that mass production was the idea of this era.In this century, 21st, we can see big and massive change and conversion, from manufacturing to full developed information-based era. (Teo,lakhani, Brown,2008:683).

Furthermore, differentiation and contrast between this century and 20th century can be understood by the Drucker (1994) synopsis:

The real significant and actually truly unique, the contribution of management in the 20th century was 50 years increase in production of the manual workers in manufacturing. The most important contribution management needs to make in the 21st century is similarly to increase the productivity of knowledge work and knowledge workers. The most valuable property of the 20th-century company was its production equipment but the most valuable asset of the 21st-century institution will be its knowledge workers and their productivity.

Therefore we can say that the actors in today's knowledge-based economy have acknowledged that the company and firms with the highest degree and quality of knowledge work are the ones that grow very fast and creates more profits if we want to clarify it, it means today an organization's growth prospects highly depend on their knowledge workers because knowledge workers can produce the

information, extract meaning from it and create solutions and address, complex problems accordingly. (Davenport,2005:6)

Therefore, from an employment relations outlook, it is very important to understand and realize the factors that influence knowledge worker's performance.

Moreover, more than forty years ago, a researcher who was Katz(1964) recognized two aspects and feature of individual performance: First In-role, Second: Extra-role.

If we want to explain the role theory, we can explain it as a powerful and significant social psychology theory, that deliver the theoretical base and foundation for describing the difference and regularity of individual behavior. The inner idea and picture of the role theory is the role. The words "role" comes originally from the theater, that mention to the script managing the behavior of actors. social psychologists believe that people's place and position in social relations establish their social behavior, which is the same and similar to the script controls of the behavior of the actor. In this case, the first expert and scholar who proposed the idea of role in social psychology was George Herbert, but he did not explain the clear meaning of the role.

George only used it as a metaphor to show the case that different individuals showed similar behaviors in a similar situation. Otherwise, we have opinions of H.H Kelly and J.W Thibaut, that they said the role was the system, by which other expected a sequence of the behavior of an individual in a definite position in the interaction mechanism, and the system, by which individual in the certain and clear position expected of their own behaviors. In an organization, an individual is an element and member of that organization, whose behavior will be different based on a different situation that he or she faced.

With this background and basis, the concept of in-role behavior comes into being. Furthermore,in-role behavior also means core-task behavior. This idea and image for the first time offered by Katz and Kahn officially, in Katz opinion,in-role behavior was a kind of behavior that demonstrates as a part of employees work and task and reflected in the formal salary system in the organization. As well as,



Williams and Anderson explain the in-role behavior as all the behaviors that are very important for the fulfillment of the responsible and in charge work.

Katz also considers three important and main behaviors that have very important effects on the effective operation of the organization, i.e. people should specify two things, entering the organization and hold the identity of an organization member. Also for the role, in an independent way, each member of the organization must comply and fulfill the specific requirement.

Moreover, members will automatically produce and create many acts other than the role requires Katz noticed that: The organizations that depend on the behaviors required by the job description were the fragile and breakable social system. As well as, the Extra-role behavior the applied and practical significance of the OCB is improving and boost the effectiveness. OCB can be separated into two parts: the first part is the organization-oriented OCB. for this section, the concentration is on the organization. For instance: stick to not formal rules that goal is to hold the work orders. etc.

The second part is the individual-oriented OCB. For this section, the main goal of subjective behavior is to benefit and give advantage to the person, Also indirectly contribute to the organization in this way. For example, help an organization who was absent in another way interpersonal assists. Altruism is labeled for the individual-oriented OCB. Empirical investigation and research show and prove that OCB gives advantage and also benefit to the organization.

In such different ways, like the satisfaction of customer quantity and quality of the products or service, sales performance, complaints of customer and income (Karambayya,1990; Podsakoff& Mckenzie,1994:351). Podsakoff and associates clear and explain the way that OCB effect and efficacy in organizational performance. Managerial productivity and coworker boost by OCB. Moreover, OCB can work as harmony and coordination between the group individuals and over work bunches.

OCB attract and keep elite people by making the work setting the more attractive and noteworthy location for working. Additionally, OCB may increment the consistency of organizational execution by decreasing changeability. Moreover, OCB increments the organization's capacity to adjust and suit to unused natural

changes. Also at the end, OCB increases organizational effectiveness by generating social capital.

### **1.1 Significance of the study**

The idea of Organization Citizenship Behavior (OCB) in the early 1980s by Smith et al. (1983) also by Bateman and Organ (1983) has been reported to the scope of Organizational Behavior and has been studied strongly up to now. Depends on Podsakoff et al. (2000) that he has been stated between 1983-1988, the number of research published on OCB was only thirteen. Focus and research on OCB developed in many other disciplines like marketing, human resources management, hospital management, international management, and industrial and labor law (Podsakoff et al., 2000). However, OCB has been researched and focus in many areas and sectors but in the educational sector is as well unfamiliar. (Cheng, 2004).

Between teachers of the school, OCB has not been studied. Oplatka has stated, “a search for articles on OCB in schools yields substantially fewer than 10 citations worldwide” (Oplatka, 2006:386).

Based on the researcher's information, OCB has not been studied much in Turkey. Based on research by Çetin (2004) between 2001-2002 that was on OCBs of teachers who work in Istanbul, 719 teachers working in pre-school, primary education, and high schools have participated in the study. She has tried to measure the degree of levels of OCBs of teachers. She has considered that teaching job consists of high level of OCB naturally. The factor analysis of the questionnaire she has developed and used had five factors and that were in accordance with the dimensions of Organ (1988); Namely Humanism, Conscientiousness, Modesty and Obeisance, Athleticism and Bravery, and Social pietism.

Research on 61 pilot results have shown the Cronbach Alpha of the scale as 0.96. The mean values for these dimensions were calculated with reliabilities ranging between 0.62 and 0.98. The mean value for the altruism dimension was the highest of all the other dimensions (mean= 4.02, with a standard deviation of 1.20). The mean values for the other dimensions ranged between 3.48 (standard

deviation= 1.17) and 3.66 (standard deviation= 1.51); showing high levels of OCB for her sample.

Maximum parts of recent research on OCBs have centralized on identifying the antecedents. The important research history of OCB can be explained as job fulfillment, be loyal to the organization, and perceived organizational fairness. (Bolino, Turnley, and Bloodgood, 2002; Ertürk et al., 2004; Moorman et al. 1993; Organ and Ryan, 1995; Podsakoff et al., 2000; Schappe, 1998). However, these three variables have rarely been included in the same study or studied at the same time on the same sample. According to the current knowledge of the researcher, this is also valid for the organizational sector in Iran.

In order to provide an understanding of the relationships between its mostly studied antecedents and OCB in different work occupations and in different cultures, we studied OCBs of Welfare organization's employees working in Urmia, Iran.

In this analysis, emphasis is on the factors and elements which are evaluated and checked for their relation and relationship with each other. It discloses why such elements like gender, characteristic and feature of the job, job fulfillment, and satisfaction of it, and be loyal to the organization can be selected and chosen as factors and variables that affect and modify the OCB. (organizational citizenship behavior) at welfare organization.

Also, elements and variables of this research like (Gender, job characteristics, job satisfaction and organizational commitment, OCB) should be tested and evaluated by considering societal parts of organizational behavior. The most important and significant target of this study is that job features and characteristics (like skill variety, task identity, task significance) control and administer of the worker to create and shape positive and negative sides of faith and feeling toward their profession and organizations. In addition, this research helps to study the OCB literature.

This part brings up two paths and methods in which this research is significant and considerable. First of all the scope of research focus on elements and factors with linking and relations with each other are tested and evaluated. It discloses why these elements and factors like Job characteristics, Job satisfaction, and

Organizational commitment and Gender are picked out as a variable that influence and modify the OCB. The second reason, societal part, and sight of organizational behavior is mentioned and talk through to shows and clear up why the variables and elements of this research like (Job characteristics, Job satisfaction, and Organizational commitment, Gender and OCB) should be tested in Urmia, Iran.

Other than, both the field and social significance of the study and research clear up the potential commitments of this study to the OCB literature.

## **1.2 Scope of the Study**

Orientation and Attitudes are the feelings and beliefs of an individual that are “held with respect to some aspect of the individual’s world, such as another person, a physical object, a behavior, or a policy” (Ajzen & Fishbein, 1977, p. 889). The organizational behavior researchers have fundamental job-related attitudes about Job satisfaction and organizational commitment. The scope of pleasing and gratifying of employees reflects job satisfaction. (Griffin, 2006). It is one of the most researched topics of organizational behavior literature due to its strong relations with turnover intentions (Tett & Meyer, 1993) and OCBs (Organ & Ryan, 1995).

Furthermore, another attitude that refers to the employee's dependency and attachment to his or her organization is organizational commitment. One research by Mowday and associates (1979) shows that highly committed employees are more likely to devote the energy and time of himself or herself to the organization. In the research of Mathieu and Zajac (1990), it is clear that lateness and turnover-rate were low and attendance was high among committed employees. Moreover, OCB and organizational commitment are strongly related to each other. (Meyer and Allen 1997). Organizational factors and personal and effected attitudes. Organizational factors consist of attributes specific to the work itself (i.e., job design) and the organization (i.e., the working conditions, pay, tenure, the workgroup, and supervisor support).

In this study, we focus on the variables whose relations with each other are examined. It reveals why gender, job characteristics, job satisfaction, and

organizational commitment are selected as the variables that affect OCB(organizational citizenship behavior) at welfare organization. The aim of this thesis is to consider the efficacy of job characteristics on OCB through intermediations of job satisfaction and organizational commitment and gender.

In literature the relationship and union between task features and characteristics and OCB you can see less than research on the relation between OCB and job satisfaction and fulfillment and job commitment. (McWilliams, Noblet, Teo, & Rodwell, 2006). Minimal inquiry into leadership and management alternatives ( Bommer, 1996; Podsakoff, Niehoff, MacKenzie, & Williams, 1993; Farh, Podsakoff, & Organ, 1990) has inspected this relationship.

### **1.3 Cultural Relevance**

In the organizational behavior area, civilization and culture was recognized as an important principle to clarify the discrepancies between study results (Cohen, 2007). Civilization and society is viewed as a key role on a limited scale when analyzing workforce attitudes, habits and beliefs (Wasti, 1995). Community and culture is the human-made part of nature. Kluckhohn (1951) describes culture as shaped mindsets, sensing, and responding.

As claimed by Hofstede(2001):

“Culture could be defined as the interactive aggregate of common characteristics that influence the human group’s response to its environment. Culture determines the uniqueness of a human group in the same way personality determines the uniqueness of an individual”. (p. 10)

Because of the deep level that people can not aware of it, culture can play an important role in organizational behavior. Many theoreticians of social behavior ignore the role and impress of culture because of unexamined and not tested templates, of thought that seems so natural (Triandis, 1983, p. 139). As an outcome of the globalization of markets followed by the need for understanding the dynamics of employees’ attitudes in non-US cultures, researchers felt the need to reexamine the models for their applicability and generalizability to other countries and cultures (Kwantes, 2003; Vandenberghe, Stinglhamber, Bentein,& Delhaise, 2001).

Particular characteristics of society that people exist in, indicate the organizational structure and behaviors. “Domestic society affects how people individuals think about what is acceptable, civilized behavior and how one behaves towards strangers and coworkers, how one treats and how one interacts culturally”( Wang, Bendoly, & Zhang, 2007:257).

In this concept, organizational citizenship behaviors, job characteristics, job satisfaction, and organizational commitment and gender are influenced by the culture (i.e., norms, thoughts, values, stereotypes) of the society. For example, a power span or power degree in one society influences the discretion level attributed to an employee. In a society that power span is more than normal, the hierarchical structure blocks the autonomy.

Based on one experiment that is shown that perseverance and doctrinaire and normative commitment affect the power hierarchy and the gap between the power who has it. (Clugston, Howell, Dorfman 2000). There is one way to show and determine the relationship and correlation between employees is collectiveness and individuality of society. However, the precedent of employees' opinions and tendencies and manner can be different between the countries and different cultures.

Based on one research by Kwantes (2003), between three categories of commitment (continuance commitment, normative, affective) only affective one, had relation and associated with OCB in American sample, while in Indian sample we can see continuance commitment and also affective was meaningful. Based on Lin, Early, and Farh (1997:421), that show and explained that we know very little about OCB in a global context. There is one fact that cultural pressure and limitation affect the theories of job characteristics, organizational commitment, job satisfaction, gender study, and OCB. (Aycan, Kanungo, Mendonca, 2000).

#### **1.4 Research Questions**

In this study, we focus on the variables whose relations with each other are examined. It reveals why gender, job characteristics, job satisfaction, and organizational commitment are selected as the variables that affect OCB (organizational citizenship behavior) at welfare organization. Also, the

cultural aspect of organizational behavior is discussed to determine that why the variables of this study (Gender, job characteristics, job satisfaction, and organizational commitment, OCB) should be analyzed in this organization. And also, we search and determine, that there is a relationship between gender, job satisfaction, job characteristics, organizational commitment with organizational citizenship behavior of welfare workers in West Azerbaijan.

The main goal and intent of this study is to answer and clear these questions

- 1) Are job characteristics, gender, job satisfaction, organizational commitment, significantly associated with OCB?
- 2) Are Gender, job features, job gratification, and satisfaction and institutional commitment anticipate welfare workers ' organizational citizenship behavior or not?





## **2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

In this component, we provide a comprehensive evaluation and revision of OCB, its dimension and aspects, related concepts and its history.

### **2.1 Organizational Citizenship Behavior: Its Roots and Related Frameworks**

In one research by Organ and Bateman in 1983 that demonstrate "citizenship" as behavior and facilitate the social machinery of organization and explain one labor as "Good citizens " as an employee who engages in such behaviors (P:654).

Although the roots and history of OCB go back to many years ago, but in one research by Bernard (1938), shows that if one organization want to reach organizational target all employee should willing to cooperative system. Later on studies by Katz (1964) and Katz and Kahn (1966), it explained that for successful operation and running of organization productiveness and cooperative behaviors besides tradition job requirement are necessary. Katz (1964) explains 3 types of behaviors that are important for an organization to be successful and better performance.

Based on Katz's research people should be motivated to enter and stay in the system, they must do their tasks and assignment in an appropriate way, in addition, the employee should be innovative and besides normal tasks should be spontaneous in doing and completing the activity. In some situations like changing in human resources, organizational environment , and different conditions related to operations and tasks, an organization can not do and take steps against them. Because of that, innovation and spontaneous behaviors are necessary to overcome such settings and keep on functioning effectively.

In order to highlight the importance of such behaviors he stated that "If the system were to follow the letter of the law according to job descriptions and protocol, it would soon grind a halt" (Katz, 1964: 133).

Bateman and Organ (1983) and Smith, Organ, and Near (1983) have defined the term “Organizational Citizenship Behavior” firstly, based on Barnard’s “willingness to cooperate” concept (1938) and Katz’s “innovative and spontaneous behavior” concept (1964). Taking into consideration that the OCB construct is offered recently, there is a rapid growth of research on this topic. Therefore, it is inevitable that the formation of the different forms of similar concepts of OCB and categorization of similar dimensions of OCB.

This situation leads to confusion about the nature of the construct and seeking the conceptual similarities and differences among prosocial organizational behavior, contextual performance, and organizational spontaneity. Some dimensions of these related constructs have similar definitions but named differently. This results in confusion within the dimensions. Podsakoff, MacKenzie, Podsakoff, Paine, and Bachrach (2000) have discussed various forms of “citizenship” behavior constructs.

Smith, Organ and Near’s (1983) OCB categorization consists of two dimensions that are altruism and general compliance. Altruism is the most fundamental and requisite dimension because of the fact that it is mentioned by several researchers who are interested in OCB construct (Borman & Motowidlo, 1993, 1997; George & Brief, 1992; George & Jones, 1997; Graham, 1989; Organ, 1988; Smith, Organ, & Near, 1983; Van Scotter & Motowidlo, 1996; Williams & Anderson, 1991). It is defined as “behaviors that directly and intentionally aimed at helping a specific person in face to face situations” (Smith, Organ, & Near, 1983: 657). Generalized compliance is also defined as “pertains to a more impersonal form of conscientiousness that does not provide immediate aid to any one specific person, but rather is indirectly helpful to others involved in the system”. The behavior (e.g., punctuality, not wasting time) seems to represent something akin to compliance with internalized norms defining what a “good employee ought to do” (Smith et al., 1983: 657). In 1988, Organ designates general compliance as conscientiousness. Organ has identified five dimensions of OCB.

Altruism is delineated as “voluntary actions that help another person with a work related problem such as instructing a new hire on how to use equipment, helping a coworker catch up with a backlog of work, fetching materials that a colleague needs and cannot procure on his own” (Organ, 1990: 96). Helping and assisting

to new employee, or helping a co-worker who has heavy workload are nice examples to altruism.

Conscientiousness is “a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources, and related matters of internal maintenance” (Organ, 1990: 96).

Courtesy “subsumes all of those foresightful gestures that help someone else prevent a problem—touching base with people before committing to actions that will affect them, providing advance notice to someone who needs to know to schedule work” (Organ,1990:96). Courtesy mentions that helping to other employees or taking actions in order to prevent problems or troubles that are potential to occur. For example, leaving the files and papers in a tidy or systematic condition is an example for courtesy, because this action is a precaution for spending less time for finding the exact paper or file when necessary. This is a beneficial behavior for the other employees and for organizational effectiveness overall.

Civic virtue includes commitment to organization generally. Attending to meetings actively and voluntarily, expressing opinions which are beneficial to organization, engaging to policy debates, gathering data from environment for threats and opportunities, locking doors and reporting hazards for safety issues are some examples of civic virtue behaviors. This dimension comes from Graham’s discussion about responsibilities of “citizens” in organization. Civic virtue is defined by Organ (1988) as “is responsible, constructive involvement in the political process of the organization, including not just expressing opinions but reading one’s mail, attending meetings, and keeping abreast of larger issues involving the organization” (P. 96).

Sportsmanship is “a citizen-like posture of tolerating the inevitable inconveniences and impositions of work without whining and grievances” (Organ, 1990: 96).

Williams and Anderson (1991) have categorized organizational citizenship behavior into organizational citizenship behavior-organizational (OCB-O) and organizational citizenship behavior-individual (OCB-I) drawing on Organ’s categorization. OCB-O is the “behaviors that benefit the organization in general”

(P. 601). Informing the co-workers when it is not possible to go to work, being tied to informal rules in order to preserve order or discipline, working extra hours are some example to OCB-O. The main aim is supporting the well-functioning of the organization. On the contrary, OCB-I is described as “behaviors that immediately benefit specific individuals and indirectly through this means contribute to the organization” (P.602). Being interpersonal, relationship-oriented, helping and assisting other employees regarding the absenteeism of one employee and being interested in other employees personally are kind of OCB-I behaviors. Therefore, OCB-I affects the overall effectiveness of organization indirectly.

Based on the Organ’s categorization, OCB-O consists of sportsmanship, civic virtue and conscientiousness and OCB-I consists of altruism and courtesy (LePine, Erez, & Johnson, 2002; Hoffman, Blair, Meriac, & Woehr, 2007)

In brief, OCB is a multi-dimensional concept. In literature, there are different typologies of OCB. Several researchers have offered different dimensions as mentioned above. The most commonly used and cited typology is the five factor model of OCB which is offered by Organ (1990). Podsakoff and his associates (2000) have operationalized this model.

## **2.2 Variations In Organizational Citizenship**

In OCB, job-related behaviors, categorized into two groups "in the role and extra-role " (Katz and Kahn,1978). In-role behavior (IRB) has been defined as behavior that is required or expected as part of performing duties and responsibilities of an assigned work role, whereas extra-role behavior is discretionary behavior that benefits the organization and that goes beyond the existing role expectations (Van Dyne et al., 1995). These categories have too been labeled as “core” and “discretionary” behaviors.

Core task behaviors or IRB were defined by Katz and Kahn (1997) initially. These behaviors are described as being part of one’s job and recognized by the organization’s formal reward systems. Williams and Anderson (1991) identified these behaviors as completing all required assignments or working full 8-h day. Extra role behavior can be labeled as organizational citizenship behavior that is

not recognized by the formal reward system. Van Dyne, Cummings and McLean-Parks (1995) defined extra-role behavior (ERB) which covered OCB within a larger framework. ERB is a very similar concept to OCB and defined as “behavior that attempts to benefit the organization and that goes beyond existing role expectations” (Organ, Podsakoff and MacKenzie, 2006:33)

Considering the improvement of OCB, this concept is developed by Barnard (1938) as “willingness to cooperate”. Barnard (1938) has adduced that employees should be desirable in order to make a contribution to organization while succeeding in organizational goals.

Katz (1964) has mentioned three types of behaviors that are beneficial to organizational endurance and effectiveness. Firstly, employees must be assured in order to take part in the system of organization. Secondly, they should fulfill the requirements of role assignments which are defined by the organization. Thirdly, employees should engage in behaviors that go beyond their assigned roles to accomplish organizational aims. Therefore, Katz has make a distinction of individual performance as in-role and extra-role. It is defined that in-role behaviors are assigned roles which are declared by the organization. In other words, these assigned roles are written in the job description of the employee. In contrast to that, extra-role behaviors are not written or mentioned in organizational standards or authority which is also used for job description and these behaviors are not assigned role of employee.

While working in different jobs, people may perform same extra-role behaviors and the aim of these behaviors is to help in order to succeed in the organizational objectives. Also, these extra role behaviors are “innovative and spontaneous” behaviors that are required for organizational well-functioning.

Katz and Kahn (1966) has pointed out that extra-role behaviors increase well-functioning of organization. As a result, in the course of time, organizational citizenship behavior has become mandatory and necessary for the organizations while discovering the importance of OCB for organizations’ continuity and high performance.

The comprehensive definition of OCB is written by Organ (1988). Organ (1988) defined organizational citizenship behaviors as

“Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable.” (p.4).

In brief, the behavior must be exhibited voluntarily, that is; neither role-prescribed nor part of formal job duties (Van Dyne et al., 1995). Secondly, OCB is not recognized by the formal reward system. Despite the fact that OCB is not rewarded and it is not mentioned in the work contract, Organ (1997) has stated that these types of behaviors may enable some accretion in salary or promotion, however; these rewards would be indirect and uncertain.

Lastly, OCB increases organizational effectiveness, by contributing to the well-functioning of the organization. These behaviors are seen as beneficial for the organization (Van Dyne et al., 1995). Without noticing, employees make a contribution to organizational survival and effectiveness by performing OCB such as helping a new coworker or facilitating the workload of a colleague and voluntarily attending to the meetings, not exaggerating the trivial problems.

### **2.3 Job Satisfaction**

Most of the researchers have focused and pay more attention to job satisfaction. it is one of the themes in organizational behavior that studies that have more than another topic in organizational behavior literature and based on (Ghazzawi,2008) up to 1990s more than 12000 studies and research were published.

One of the reason is that job satisfaction effect different types of behavior and it affects the welfare of staffs. (Jones &George 2008). Locke (1995) defines a work “as a composition of tasks and responsibility, roles, connections, benefits, and rewards relating to a specific individual in a specific organization” (p. 123).

Based on one research by Lock (1995), assertion and judgments of all parts of the work like work itself, the workmates, and organizational setting illustrate and clarify work fulfillment. It moreover depends on the employee’s dispositional

characteristics. Agreeing to Locke and Weiss (2001), work fulfillment is “a pleasurable passionate state coming about from the examination of one’s work; an full of feeling the response to one’s work; and a state of mind towards one’s work” (p. 282).

The preceding classification of job satisfaction is different in literature. The significance and importance of the source of job satisfaction for management and psychologist researcher are different. Kreitner and Kinicki (2007) pointed out that “researchers estimate that 30% of an employee’s job satisfaction is associated with dispositional and genetic components” (p. 212).

Based on individual innate dispositions shows that if employee have changed the his or her job and employer the job satisfaction is stable again. By using a longitudinal database, Staw and Ross (1985) found that job satisfaction was stable over a five year period of time even though the employees changed employers and occupations. There is one study that circumstance factors like characteristics of the job, management practices, pay, tenure, work conditions, relations with coworkers, and opportunities that work provides can be seen in highlights.

For example, intrinsically satisfying tasks, which provide a sense of responsibility, recognition, advancement, good supervision, flexibility, and job security improve job satisfaction while unfair treatment, unpleasant physical working conditions, and routine tasks reduce job satisfaction. In the case of the absence of job satisfaction employee turnover and absenteeism may increase (Koys, 2001; Mossholder, Settoon, & Henagan, 2005).

In most of research and studies the connection between OCB and job satisfaction has been checked and evaluated in the literature and job satisfaction that suggest strong predictor of OCB (e.g., Bateman & Organ 1983; Moorman, Niehoff, & Organ, 1993; Farh, Podsakoff, & Organ, 1990).

One study by Barnard (1938) that he shows that tends to help and cooperate in one organization and system affected job satisfaction. Furthermore, the length of job satisfaction shows a positive mood state, satisfied employees, who engage and participate in citizenship behaviors (Bateman and Organ :1983).

There is one research by Bateman and Organ (1983), that shows the connection and relation between job satisfaction and OCB its really stronger than other

research that shows the link between performance and job satisfaction. According to Bateman and Organ (1983), the weak relationship between job satisfaction and performance was due to the narrow definition of performance such as the quality and quantity of the work done.

Most of the studies show OCB as an implementation and performance type rather than just the amount and quality and level of the work. Taking after this basis, numerous analysts given bolster for the impact of work fulfillment on OCB (e.g. Organ, 1988; Podsakoff, Niehoff, MacKenzie, & Williams, 1993; Organ & Lingl, 1995; Organ & Ryan, 1995).

In spite of the fact that directional causality between job satisfaction and OCB is unclear, there's an extraordinary deal of inquiring about that proposes a critical positive relationship between OCB and job satisfaction.

Job Satisfaction has received a lot of attention in the last decades and it is still one of the most important and highly researched yet broad variable topics in the area of HRM. The concept of employees' satisfaction has been developed and defined in many different ways by various researchers, scholars, and practitioners interested in finding out why some people report being very happy and pleased with their jobs, whereas other people on the contrary report being very unhappy and dissatisfied with their jobs.

According to Dugguh & Denies (2014) Locke (1976) defines job satisfaction as a feeling of pleasure arising from a sense of achievement on one's job. Wong & Laschinger (2013) state that job design is one of the principal factors that need to be evaluated when discussing job satisfaction. Job design is defined as outlining tasks, duties, and responsibilities and describing the work processes and structure at the workplace in relation to the job analysis performed. Job design is concerned with organizing and arranging jobs in order to improve organizational efficiency and employees' satisfaction (Amin et al., 2017).

Singh & Jain (2013) define job satisfaction as an emotional response and people feel not only about their jobs but also the different features of their jobs. As indicated by this approach a worker may be content with one or more aspects of his job but at the same time may be dissatisfied with other certain aspects relating to the job.



For instance, some employees may be satisfied with their salaries, relationship with coworkers and supervision but may be dissatisfied with organizational communication and rules and procedures that need to be followed in order to complete a given task.

Job satisfaction plays a very fundamental role in the workplace daily it is very crucial, therefore for the employers and human resource managers to know more about it, its determinants and its overall fit into the company's goals and objectives because lack of satisfaction has a huge impact on a company's productivity (Javed, Balach & Hassan 2014).

To support this view Iskandar, Ahmad & Martua, (2014) state that the success of any organization depends on the workers who really enjoy doing their jobs and feel rewarded and appreciated for their contribution to the company's overall success. Positive and negative attitudes towards the job play very important roles in the workplace, therefore, in order to attain high level of performance through productivity and efficiency employers must pay great attention to employees' satisfaction and well-being (Dugguh & Denies, 2014).

Job satisfaction is undeniably the employees' attitudes; motivation, feelings, and level of contentment they feel towards their jobs, which can with no doubt affect performance. In many studies employee satisfaction is regarded as employees' personal expectations between the effort and commitment they put towards their jobs with the actual outcome in a form of salary and benefits they get as a sign of recognition and appreciation for doing that job (Millan, 2013).

## **2.4 Organizational Commitment**

Commitment has been defined and operationalized differently. What is general for all the different definitions is the conviction that commitment ties an agent to his/her organization and in this way decreases the likelihood of turnover (Meyer, Becker, & Vandenberghe, 2004). An employee is engaged in his / her organization, profession, job, supervisor, work and work community (Cohen, 2007; Snape, Chan, & Redman, 2006).

“Organizational commitment and loyalty are characterized as the relative power and affiliation of the person with a particular company and its engagement.”

(Steers, 1977, p. 46). The key reason why social scientists have been so interested in engagement is its connection with a performance at work, unavailability, and revenue.

This can be since committed employees are seen as profitable and committed individuals of the organization who are less likely to take off their organizations. For instance, the meta-analysis conducted by Meyer and associates (2002) revealed that the three components of organization commitment (i.e. affective, normative, and continuance commitment) were negatively correlated with turnover.

Dedicated workers were believed to be loyal and efficient. Linked with dedication are favorable outcomes such as symbolic management, work performance, involvement, amount of work and person surrender for the company (Somers & Birnbaum, 1998).

Most generally, corporate engagement is beneficial to society because it carries in job innovations and offers greater efficiency and effectiveness of service (Mathieu & ajac, 1990). Institutional dedication has been observed with curiosity since its association with an array of positive outcomes in the work.

As a consequence of this increasing interest, a large number of analytical theories have been explored as a result of corporate engagement and have followed other job-related principles. (Mathieu & Zajac, 1990).

Despite the possibility of changing the operationalization and concept of corporate engagement, the common element is the focus on the relation between the employee and the company.

Mowday, Steers, and Watchman (1979) and Steers (1977) describe institutional engagement by stressing the behavioral character of the theory as the relative strengths of the defining evidence and participation of a person in a particular organization. ” (p. 226).

There are three elements that define organizational participation, as shown by Watchman, Lyman, Steers, Mowday, and Boulian (1974).:

Acknowledgment of and conviction in organizational objectives and values, eagerness to apply exertion for the organizational well-being, and a solid crave to stay with the organization.

The calculative frame of the organizational commitment, on the other the hand is characterized as “an auxiliary phenomenon which happens as a result of person-organizational exchanges and changes in side-bets or ventures over time” (Hrebiniak & Alutto, 1972, p. 556). According to this view, the thought process that ties an person to an organization is the sunk costs, speculations that the person made to himself and the organization.

Given the distinction between behavioral and methodical organizational commitment, it should not be forgotten that both of them involve elements of another and that employees that experience both kinds of engagement at the very same time as degree shift. Additionally, Such two types can also be more linked over the period. (Mathieu & Zajac, 1990).

The association in and recognizable proof with an organization may influence the size of the misfortune related with leaving the organization . O’Reilly and Chatman (1986) characterized organizational commitment as “the mental connection felt by a individual for the organization; it’ll reflect the degree to which the person internalizes or embraces characteristics or viewpoint of the organization” (p. 493).

Influenced by O’Reilly and Chatman (1986), Allen and Meyer (1990) known 3 parts of structure commitment that replicate completely different psychosocial states, every of that determines whether or not the worker can stay with the organization (Lee, Allen, Meyer, & Rhee, 2001). The study of Hackett and coauthors (1994) supported the existence of Allen and Meyer’s (1990) three-component model.

The first dimension is termed as emotive commitment. This dimension relies on Kanter (1968) United Nations agency outlined commitment as a disposition to allow energy associate degreed loyalty to the organization and “the attachment of an individual’s fund of affectivity to the group” (p. 507).

Allen and Meyer outlined emotional commitment as “affective and emotional attachment to the organization such the powerfully committed individual

identifies with, is concerned in, and enjoys membership in, the organization” (p.2). More comprehensively, Jaros and colleagues (1993) outlined effective commitment as “the degree to that a personal is psychologically hooked up to a corporation through feelings of loyalty, affection, warmth, belongingness, fondness, happiness, pleasure, then on” (p. 954).

“Side-bet theory” by Becker’s (1960) put to use for continuation faithfulness as second module and measurement. According to this theory, specialist-related theories make in a business such as time, energy, skills developed for that position within the institution, relationships established with employees are called ineffective expenses. As a consequence of the chance to give up these hand-bets by moving to a distinctive organization, the delegate is reluctant to remove the institution.

The final measurement is normative commitment. This component of commitment is based on the employee’s conviction approximately his/her duty to the organization. The employee feels that s/he is obligated to stay with the organization as a result of internalized normative pressures. it's argued that normative commitment develops on the idea of a selected reasonably investment that the organizations build and are troublesome for workers to reciprocate. The psychological contracts (i. e. the link between the worker associate degreed organization) between the organization and an employee may end in the event of normative commitment.

According to Steers (1977) there are three major predecessors of organizational commitment. First, personal-demographic variables like the necessity for accomplishment, age, tenure, and education could confirm commitment. to boot, job characteristics like task identity, opportunities for social interaction and feedback provided are instructed to influence commitment (Wiener, 1982).

Lastly, it's urged that the character and also the quality of labor experiences throughout the employee’s tenure confirm his/her structure commitment. associated with work experiences, structure dependableness and trust and perceptions of non-public importance and investments to the organization, and rewards provided by the organization are potential antecedents of commitment.

The expected results are a decision to remain, to participate, to attract staff and to conduct jobs. Steers (1977) collected data from two different organizations in many sectors to verify his template. The findings showed that each precedent planned dramatically predicted system involvement to various levels.

Normative commitment has its roots in culture. In collectivist cultures, normative commitment is anticipated to be a crucial predictor of structure outcomes like a lot of engagement in OCBs and lower turnover intentions (Yao & Wang, 2008).

Kanter (1968) defined organizational commitment as “a process through which individual interest becomes attached to the carrying out of socially organized patterns of behavior which are seen as fulfilling those interest, as expressing the nature and needs of the person” (p.500). According to Kanter, commitment is a mathematical equation of cost and revenue, in other words, commitment is about either to continue membership of the organization or leaving it by evaluating the possible gains and losses. Porter et al. (1974) defined organizational commitment as the intensity of an employee’s engagement and identification with the current organization.

They proposed that the intensity of commitment is related to the integration level of an employee to current the organization. Buchanan (1974) explained commitment as the emotional attachment of employees to the values and goals of their organizations without regarding their own interests, and embracement of their role in the organization with the aim of realizing those organizational goals.

Likewise, Mowday et al. (1982) also linked organizational commitment to the strong belief in goals and values of the organization and willingness to make effort for the good of the organization while maintaining the membership of the organization with desire. Becker (1960) related organization commitment with the past behaviors of the person and its binding effect between the person and the organization.

Sheldon (1971) defined that organizational commitment is “an attitude or an orientation toward the organization which links or attached the identity of the person to the organization”. Like Sheldon (1971), Allen & Meyer (1990) and Meyer & Herscovitch (2001) stated that organizational commitment as “the psychological state that binds the individual to the organization” and Mathieu &

Zajac (1990) indicated that organizational commitment is a bond between employees and their organization.

To sum, organizational commitment has two aspects, one is emotions and other is personal interests. An employee with high organizational commitment may desire to maintain the membership at the organization due to the positive emotions such as integration, attachment and loyalty; or due to the personal gains.

The behavioral organizational commitment approach presented by Becker (1960) which he indicated that investments by individual to the organization and the high cost of leaving the organization creates consistent lines of behaviors and the rejection of other alternatives which in time bind the individual to the organization. The commitment towards the organization is a result of tacit investments of the employee related to the certain organizational elements.

In other words, there is a positive relation between the investment the person gave importance and the commitment the person has to the organization. If the importance value of personal investments increases, the level of commitment increases as well. On the other hand, if investments lose their importance or the person finds substitute or better alternative opportunities, the commitment to the organization will be reduced. Becker (1960) named this behavior pattern as “side bets”. Exhibiting positive behavior towards organizational elements means winning the bet of staying in the organization.

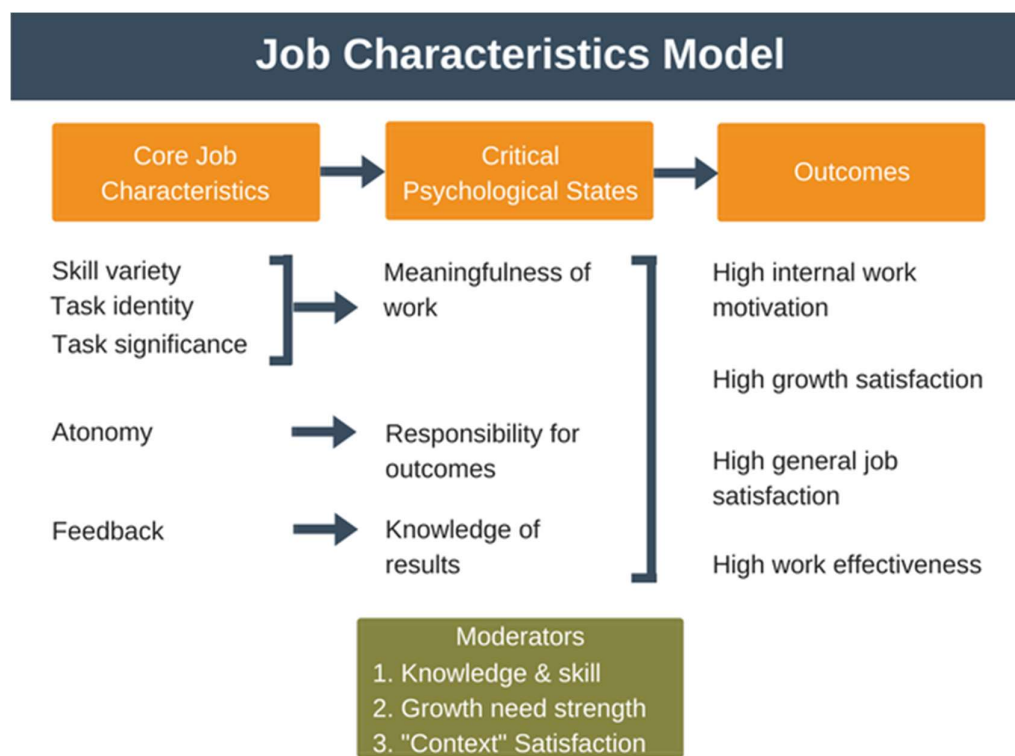
To sum, behavioral approach of organizational commitment is related to personal interests of an employee rather than the level of the employee’s integration or emotional attachment. Every act done by an employee is a result of the employee’s decision process and evaluation of the potential benefits and losses.

## **2.5 Job Characteristics**

Hackman and Oldham’s (1980) Job Characteristics Hypothesis is the finest known demonstrate of work plan. The Job Characteristics Model (JCM) has been the foremost wide cited model within the work style literature, and plenty of different theoretical developments were supported or influenced by this model (De Varo, Li, & Brookshire, 2007).

The JCM outlines the consequences of job characteristics, like ability selection, task identity, task significance, autonomy, and feedback on worker outcomes like satisfaction, performance, and motivation. Job Characteristics Theory is principally derived from the study of Turner and Lawrence (1965) that examined the link between bound objective attributes of tasks and employees' reaction to their work (Hackman & Oldham, 1980: 59).

Hackman and Oldham extended the previous job characteristics theories and centered on the aspects of the duty, which may be manipulated so as to make positive psychological feature incentives.



**Figure 2.1:** Template of Work Features.

**Citation:** Oldham and Hackman (1980: 90)

The Job Characteristics Model (JCM), illustrated in Figure one, provides definitions of various job characteristics, psychological states, outcomes, and motivators (Boonzaier, Ficker, & Rust, 2001). The JCM contends that employments tall in scope influence mental states which in turn lead to work results such as inside work inspiration, in general, work fulfillment, development fulfillment, work adequacy, and truancy.

According to the model, psychological states mediate the connection between job characteristics and work outcomes. Additionally to the current, the model proposes that information and talent, growth would like strength, and “context” satisfaction moderate the connection between job characteristics and work outcomes (Hackman & Oldham, 1980).

According to JCM, there are 3 conditions, labeled as essential psychological states that has to be gift to assess the inner work motivation of associate degree worker. These 3 conditions are experiencing substantive work, feeling accountable for outcomes of the work, and having data of the particular results of the work activities

The model suggests that the psychological states mediate the link between 5 characteristics of employment and private and work outcomes. ability selection, task identity, and task significance contribute to the seasoned significance of labor whereas autonomy contributes to the experienced responsibility and feedback to the data of the results of the work done. If the psychological states are gift, then the person are high in internal motivation, general satisfaction, growth satisfaction, and work effectiveness.

Skill selection is that the degree to that employment provides the chance to use numerous skills and skills whereas activity the work. Thus, the a lot of skills employment needs and also the more challenges that associate degree worker faces throughout the work, the a lot of significant are the work. as an example, associate degree worker whose job is to tighten screws may be a example of employment with low talent selection, as a result of the work is routine and also the solely factor the worker will is modification screws.

Because of the actual fact that the work doesn't need the other skills the worker does not need to worry regarding investment in himself to try and do his job higher. On the opposite hand, a secretary United Nations agency arranges appointments, uses pc programs to stay records and take printouts, and edits formal letters, carries out employment with a better kind of skills compared to associate degree worker whose job is simply modification screws.

The identification of the role is that the extent to which a complete or recognized piece of work is required. Once a nursing worker's associate has the responsibility



to finish his / her task, he/she takes additional care and this increases the value of the profession. Consequently, Associate in Nursing skilled worker UN agency job is creating an entire string finds his job additional significant when put next to an worker who will simply a chunk of a piano to be collected on balance components are integrated by others' workers.

The important responsibility is the extent to which the role affected the lives of various individuals. If what has been done will support the psychological or somatic well-being of others, what means of the job is enhanced (Hackman & Oldham, 1980). An employee WHO gathers the safety belts to the vehicles is conscious that the task's norm will impact the health and safety of somebody. Work is therefore viewed as more deliberate than a task that is tangential to the life of everyone else.

Autonomy is that the degree to that the task provides discretion, freedom, independence to the individual in terms of choosing the work pace and picking the order of procedures whereas concluding the task (Hackman & Oldham, 1980). once associate degree worker is given the management of his job, the outcomes are going to be perceived as a results of his own effort or initiative instead of written procedures or directions of a boss to be followed. Hence, once employment provides autonomy the worker feels a private responsibility for the achievements and failures older throughout the task.

Apart from the core job characteristics the job scope, that is Associate in Nursing unweighted linear combination of selection, task identity, task significance, autonomy, and feedback scores for the work, could be a wide used variable whereas evaluating jobs. it's prompt that "enriched" jobs have high levels of the 5 core dimensions and this ends up in high variant job scope (Hackman & Oldham, 1980).

Due to the very fact that employment may be high on some characteristics and low on others, it's tough to make your mind up the combination impact of the characteristics on internal motivation. For this reason, the model suggests one index of Motivating Potential Score (MPS) that mixes 5 core job characteristics.

## Computing a Motivating Potential Score

$$\text{Motivating Potential Score (MPS)} = \left[ \frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \right] \times \text{Autonomy} \times \text{Feedback}$$

**People who work on jobs with high core dimensions are generally more motivated, satisfied, and productive.**

**Job dimensions operate through the psychological states in influencing personal and work outcome variables rather than influencing them directly.**

**Figure 2.2:** Effective Performance Motivation Model.

**Citation:** Oldham and Hackman (1980: 81)

The equation that appeared in Figure 2, portrays the general effect of work on worker's sentiments and behaviors (Browner & Ferris, 1987). According to the formula, the consequences of autonomy and feedback are substantial in crucial a job's MPS, whereas talent selection, task identity, and task significance cannot contribute abundantly to MPS.

Another purpose to be thought of is growth-need-strength. Once individuals have sturdy growth desires, they're in would like of private accomplishment, developing new skills, and up their information. They'll voluntarily benefit of the opportunities provided by the roles that are high in motivating potential (Houkes, Janssen, de Jonge, & Nijhuis, 2001). Thus once the work is high in MPS the worker can experience positive feelings regarding the work, and do the work additional effectively if his/her growth desires are high.

Satisfaction with work context like pay, job security, colleagues, and supervisors, knowledge, the ability can have an effect on however people react to enriched jobs. Associate in Nursing worker happy with the work context and conjointly has high growth wants can get pleasure from the opportunities for private accomplishment, whereas another one WHO is discontent with the context and

has low growth wants won't care concerning the opportunities provided. thus like within the case of growth-need satisfaction, the private and work outcomes rely upon the MPS of the task and work context satisfaction (Hackman & Oldham, 1980).

Even though the work style studies history is made and long, their connection with OCB have not been listened to (Noblet, McWilliams, Teo, & Rodwell, 2006). Some research, though minimal, examined the relationship between task characteristics (i.e., range, input, flexibility, purpose, and identification of the task) and the OCB. by one study from (Podsakoff, Niehoff, Mackenzie & Willams 1993; Podsakoff & Mackenzie 1995; Podsakoff, Mackenzie & Bommer 1996; Farh, Podsakoff & Organ 1990) that was Initial studies focused primarily on management replacements produced consistent results on the relation between OCB and task characteristics.

Through conducting research among workers of three major components of a public and general establishment in Taiwan, Farh and associates (1990) attempted to find out why leadership actions and role behaviors could account for the connection among employee satisfaction and OCB. They directed that the features of the mission should have an immediate impact on the OCB.

Mackenzie, Podsakoff, and Bommer (1996) World Health Organization primarily based their analysis on Kerr and Jermier's (1978) model of "substitutes for leadership" tried to search out out the consequences of task characteristics on OCB. the end result of the analysis disclosed that whereas in and of itself satisfying tasks are absolutely associated with selflessness and equity, task routinization was negatively associated with selflessness, conscientiousness, equity, and courtesy. additionally to those findings, routine tasks were found to be negatively connected and task feedback was found to be absolutely associated with civic virtue.

During this study job, characteristics are projected to have an effect on OCBs directly and indirectly, through the mediation of job satisfaction, emotional commitment, and normative commitment.

## **2.6 Gender**

The relationship inside sex part or sex and OCB may be an exceptionally well known inquire about subject in later a long time. Point of this research is to look for a relationship between gender and OCB components; too between gendered job-type and components of OCB.

### **2.6.1 Gender and Sex**

Before mentioning gender roles, the definition of gender is reviewed. The terms that are gender and sex are typically used interchangeably unexpectedly. These 2 terms truly disagree in necessary manners. within the literature, sex refers to biological and physical variations between males and females, on the opposite hand, gender refers to social and psychological characteristics that integrate with being male and feminine. Gender may be a psychological term and formed up by culture. It conjointly refers to individuals' feelings supported their 'gender identity', in different words; feelings of 'maleness and femaleness'. Gender might mention concerning the behavioural analysis of society as masculine and female or role. The extent to that a personal defines the social definitions of masculinity and muliebrity is called as role identity (Basow, 1992).

### **2.6.2 Overview of Gender role**

In arrange to get it the how gender parts are built, Eagly's social part hypothesis is an vital and profitable concept to examine.

### **2.6.3 Eagly's Social Role Theory**

Social role theory originated so as to grasp the explanations of sex variations and similarities in social behavior. once Eagly (1987) offered this theory, several researchers began to use meta-analytic methodology to look the variations between male and feminine behaviors in Nineteen Eighties. in step with social role theory, behavioural and temperament variations of men and ladies originate social role distributions of men and women (Eagly, 1987).

When division of labor are actual in North American nation and different nations, variety of facts has determined associated with girls and men roles in society. Firstly, main distinction between male and feminine is that the physical sex

variations particularly women's maternity and lactation whereas reproducing (Wood and Eagly, 1999). Therefore, women's tasks such as nursing, caring and this has been the impact of copy in role occupancy.

As a result, girls are additional probably to require place in domestic work than men. On the opposite hand, victorious task performance is usually expected from men because of physical characteristics of men like bigger size and strength. Besides the physical variations, there are social variations of each gender. for example, women UN agency are in men are paid lower wages than men's and girls are found seldom in highest level of organizations or social control jobs.

Further, each genders have an interest in several occupations owing to social variations (Jacobs, 1989; Valian, 1998). Further, ladies have less power and resources in most societies (Rhodie, 1989). once of these facts are thought of, this example in a very system named gender hierarchy or social organization. Division of labor supported sex and gender hierarchy is taken into account to be the roots of sex-differentiated behavior (Eagly, Wood and Diekmann, 2000).

These sex variations in social behavior originated from the common typical characteristics of ladies and men's roles. One main reason for these variations is that the completely different proportions of activities that occurred by each genders. many sex-differentiated skills and resources are nonmoving in typical family and economic roles that are control by ladies and men. The social roles of men and girls in most industrial countries are divided into 2 as resource suppliers and homemakers. associate degree example of role-acquiring skills is ladies } or girls learn domestic skills like preparation, cleansing and men learn skills that are associated with earning cash. Eagly (1987) has classified social behavior varieties as communal and agentic characteristics supported the division of labor.

Distribution of sexes among occupations are another distinguished impact on gender roles. Agentic behavior is in line with male gender roles and communal behavior is consistent with feminine gender roles. consequently, once occupations are male-dominated, activity success originated from agentic attributes. once occupations are female-dominated, activity success originated from communal attributes (Cejka and Eagly, 1999).

Gender roles additionally thought-about socially shared expectations of gender-congruent behaviors from every sex. Gender roles arise from the activities of every individual in their sex-typical activity and family roles. These options that are demanded by these activities become unimagative of ladies or men. as an example, communal and domestic behaviors become unimagative of ladies and combined with feminine gender roles. Agentic behaviors, resource acquisition, and dominant behaviors are unimagative of men and combined with male gender roles.

According to Eagly's social role theory, male role promotes serving to behaviors that are heroic and courteous, whereas feminine role promotes serving to behavior that's nurturing and caring. however the outlined feminine role of serving to isn't discovered with strangers and within the short term. These serving to behaviors are performed within the long run and shut relationships. In distinction, the delineated male role of serving to is discovered with strangers and in addition as shut relationships. consistent with results, men facilitate quite women generally and girls receive a lot of help than men. (Eagly and Crowley, 1986)

In literature, there are studies that investigate bound assumptions of social role theory like the analysis of Diekmann and Eagly (2000). Social role theory assumes that role behavior of the cluster members shapes their stereotypes and thereby teams ought to have dynamic stereotypes as a result of typical social roles are looked as if it would amendment over time.

To sum up, the society imposes bound responsibilities or roles to feminine and male people individually. The expectations of society members type the suitable behaviors that you simply ought to perform. Further, people's treatment to others is outlined by society. much, being feminine or male lead to the results in prospect of whole life and, all societies are coordinated supported the gender variations.

#### **2.6.4 Masculinity and Femininity**

The human being is classified as females and males biologically. By and large, society employments these natural or physical contrasts between sexual orientations for translating social refinements. Formatively, gender is internalized as being one of the most grounded shapes of bunch character.

Femininity and masculinity or one's personal identity (Spence, 1985) talk over with the extent that folks see themselves as masculine or female given what it suggests that to be a person or lady in society. The roots of masculinity and trait are returning from social (gender) instead of biological (sex). social group members decide what being male and feminine suggests that. Males typically outline themselves masculine and females usually define themselves female supported social definitions.

It is vital to differentiate personal identity from different gender-related ideas like gender roles and gender stereotypes. Gender roles are shared expectations of bound behaviors relating to one's gender. For instance; in keeping with Eagly (1987), girls are seen to be in an exceedingly domestic role, and men are seen to be in an exceedingly employee role. Further, personal identity ought to be distinguished from gender stereotypes. Gender stereotypes are shared views of temperament traits relating to one's gender. Expectations of instrumentality from men and quality from girls are results of gender stereotypes (Spence and Helmreich, 1978). Despite the very fact that gender roles and gender stereotypes have result on personal identity, they're not same as personal identity (Katz, 1986; Spence and Sawin, 1985).

With the birth, social aspects establish self-meanings of gender. These social aspects are formed by interactions with parents, peers, and educators (Katz, 1986). The meaning of being male or female in society is transmitted through institutions such as religion and educational system. Following that, people begin to see themselves in either the masculine or feminine models. Feminine behaviors consist of being expressive, warm, and submissive (Ashmore, Del Boca, and Wohlers 1986). Being instrumental, rational, and dominant are considered as masculine behaviors. The main point here is that people put themselves along feminine and masculine dimensions or a mixture of both. This masculine-feminine dimension is their gender identity and guides their behavior.

### **2.6.5 Gender Stereotypes**

Gender stereotypes are simple generalizations concerning the gender attributes, variations, and roles of people and/or teams. folks largely have a collection of beliefs concerning the teams of individuals. folks are categorised supported their

gender; as being a boy or a woman from the instant of birth. These physiological distinction has created the behaviors that are applicable for boys and ladies due to the social group expectations. this example has created and maintained the gender stereotypes. Researches show that individuals believe that typical traits and behaviors of ladies and men disagree. There are many researches conducted concerning gender stereotypes.

The most cited studies of gender stereotypes are written by Broverman, Rosenkrants and their schools (1968, 1972). Broverman and associates (1968) has examined the connection between self-concept and sex-role stereotypes. A survey that consists of 122 bipolar things was applied to feminine and male school students. These students has indicated what typical male and feminine adults, they and themselves are like. consistent with results, sturdy agreement on variations between men and ladies is found at intervals every sex. In alternative words, participants has finished that there are variations between men and ladies. Further, similar variations between self-concepts of every sex has been found. Moreover, self-concepts and thought of stereotyped masculinity and trait are equally stricken by social desirability. there's high valuation of stereotypically masculine and female characteristic in male and feminine severally.

#### **2.6.6.Types of Gender Stereotypes**

Gender stereotypes are important conception as a result of they play vital role in construction of gendered job varieties. they're basic generalizations concerning the gender roles, behaviors, variations, attributes and variations. they're classified as prescriptive norms and descriptive norms. Prescriptive norms are the expectations concerning what folks ought to do and descriptive norms are expectations about what people truly do. Burgess and Borgida (1999) has conducted a hunt concerning descriptive and prescriptive gender stereotypes. Shortly, descriptive element of gender stereotypes embody the beliefs concerning the characteristics or options that ladies do possess or have, on the opposite hand, prescriptive element of gender stereotypes embody beliefs or expectations concerning ladies ought to possess or have.

In alternative words, descriptive element of feminine stereotype might embody the beliefs that ladies are nurturing, prescriptive element of feminine stereotype might embody beliefs that ladies ought to be nurturing. For example, descriptive



element of feminine stereotype is predicted to give birth to geographical point discrimination. ladies are thought of to be inadequate supported job performance, once these role perceptions are incongruent with attributes needed by certain occupations or with attributes that are believed to be necessary surely tasks (Fiske et al., 1991).

## **2.7 OCB and Gendered Job-Type**

Until now, it's mentioned that however gender stereotypes have an effect on the activity roles and expected behaviors from each genders. during this study; gender variety of occupations and its relation with perception of OCB in terms of in-role and extra-role needs are investigated. Both genders are seen as differentially qualified for various sorts of jobs in keeping with their gender roles. bound behavioural traits that are correct for AN occupation could overlap expected behaviors of gender roles. this is often typically lead to high proportion of specific gender in specific occupations.

As an example, aggressiveness and aggressiveness are victorious behaviors of male dominated occupation. These behavioural traits are associated with masculine gender roles. On the opposite hand, caring and being dedicated to others and being mild are stereotypically female traits that are thought of to be necessary for female-dominated occupations as nursing (Yount, 1986).

Based on the analysis of Gutek (1985), distribution of various sexes during a job could be a determinant on gender variety of this job. So that, feminine dominated job is taken into account to be a female written job. in keeping with the common beliefs of gender roles, folks classify themselves in occupations related to their gender roles (Bielby and Baron, 1986). as an example, engineering and managing are well-known masculine jobs, whereas secretary and nursing are referred to as female jobs. in keeping with the analysis of Williams (1993) on male nurses has complete that impersonal caring tasks are seen in male nurses in comparison to feminine nurses. Nurses contemplate as serving to could be a a part of their activity identity, so that they increase their tendency to perform serving to behaviors.

Engineering is thought as a masculine job. Being analytical, task-focused and being assured in their talents and opinions, having sturdy quantitative skills are expected from engineers. Besides, these are enclosed in masculine stereotypes. One in all the explanation of these stereotypes is that the undeniable fact that but 100 percent of all engineers are girls (Powell, 1993). Therefore, being active in structure life and adjustment their opinions, acting civic virtue behaviors are seen as a part of their activity identity. Thus, they increase their performance of civic virtue behaviors.

The expectations of communal and agentic behaviors of girls and men severally kind gender typewriting of the social control positions. Firstly, it's investigated by Virginia Schein within the Seventies. Schein (1973, 1975) has mentioned that bound characteristics and ascribed role of men and ladies are doubtless to vary. bound characteristics and sex role stereotypes of men overlaps certain characteristics of undefeated managers largely. These studies indicated that there's a gendered job kind thought, owing to the stereotypic attributes of men and ladies normally. Men and ladies are expected to figure at gender-congruent jobs, on the opposite hand these incongruence between gender and job kind could end in unfair work. as an example, leadership positions are largely thought-about to be command by men owing to the harmony between male role and leadership roles.

If ladies hold leadership position, discrimination could ensue. Eagly and Karau (2002) has argued the prejudices concerning feminine gender roles in leadership positions. There are 2 forms of prejudices; one is that girls are seen less favorable than men in leadership roles. Second is that if a frontrunner role behavior is evaluated, it's rated less favourably once it is performed by a ladies. These prejudices end in less positive attitudes towards to feminine leaders instead of men. This cause a lot of problem in changing into leaders once you were ladies. In society, gender roles are the expectations that ought to be applied by one who holds an explicit social position. ladies and men gender roles are accordant beliefs concerning the attributes of them. concerning these, society or folks could produce expectations concerning the leadership roles.

Some bound behaviors, characteristics are attributed to leadership roles, and male gender roles and leadership role overlaps in several aspects. As a result, it may

be ended that leadership position became male job kind position. Besides these, Heilman's lack of work model is explained thoroughly on top of so as to check the impact of stereotypes on jobs.

To summarize of these paragraphs, gender roles are outlined supported the gender stereotypes. Jobs are categorised supported the expectation from the females and males or gender stereotypes. once job needs gender roles of specific gender, this end in gender written occupation. In different words, some jobs are a lot of appropriate for a selected gender owing to the role necessities of job. because it is mentioned, some behaviors in organizations are expected from totally different genders. OCB and its parts are a probe topic on relationship between gendered kind occupations and structure citizenship behaviors. Kidder (2002), Kidder and Parks (2001), Allen and Rush (2001), Yount (1986) have investigated relationship between gendered job-type and OCB, its parts.

Until now, the link of gender stereotypes, gender roles and their extent to labor or activity trends are mentioned. during this a part of the analysis, relationship between OCB and gender is investigated. in line with Organ and Ryan (1995); gender are often a determinant of OCB. Kark and Manor (2005) have claimed that OCB isn't gender neutral, thence there are expectations of structure behavior of ladies and men individually. Gender stereotypes that are expected from women produce expectations that girls staff ought to perform additional OCB, particularly unselfishness and courtesy factors.

Lovell, Kahn, Anton, Davidson, Dowling, Post and Mason (1999) have created a search on OCB and gender relationship. This analysis principally has investigated link among gender, OCB and performance analysis. staff during a university are evaluated supported their performance of OCB. The evaluations are expected to disagree supported employee's gender. it's expected that girls would be rated as performing arts additional OCB than men. the opposite 2 hypothesis are associated with performance evaluations.

Level of performing arts OCB and performance ratings are expected to be absolutely connected for each ladies and men. Despite the actual fact that girls would be rated as displaying additional OCB than men, they might not receive higher performance ratings than men.

The studies of Kidder and McLean Parks (2002), Heilman and Chen (2005) and Kidder (2001) are terribly important and leading researches for this study. The study of Kidder and McLean Parks (2002) was mentioned at the OCB and gendered job-type section intimately. This study includes details associated with gender and OCB. The observers expect bound roles from job incumbent relating to their gender whereas playing their job.

These expected behaviors have an effect on the reward choices once evaluating the employee's performance. If these roles are seen as in-role, they're expected from the worker obviously. If it's seen as additional role, they're not continuously expected from worker. These expected behaviors take issue relating to the gender of job holder. Females are less rewarded for playing female OCBs and males also are less rewarded for performing masculine OCBs as a result of these behaviors are seen as in-role in line with their gender. once these bound OCBs are perceived as in-role behavior of job holder, they're not taken into thought in analysis method. This supports the role of gender in OCB perception as bound OCBs are thought of as in-role behavior relating to the gender of job holder.

In brief, female OCB's are thought of as unselfishness and courtesy. Masculine OCB's are thought of as equity and civic virtue. female OCBs are expected from feminine job incumbent and masculine OCBs are expected from male job incumbent. Further, female behaviors are seen as in role for females. the same as that, masculine behaviors are seen as in-role for males. In distinction to those, female behaviors are seen as additional role for males, and masculine behaviors are seen as additional role for females. once a male job incumbent is functioning at female job, female and masculine OCB's are each expected from him. as a result of he's a male job incumbent, masculine roles are expected from him. as a result of he's operating in female job, he's expected to perform female role. As a result, the expected roles are doubled. the same as that scenario, feminine job holder World Health Organization has masculine job has larger job breadth owing to expectation of playing masculine and female OCBs (Kidder and McLean Parks, 2001).

To sum up, Sun (2001) has claimed that gender could be a important determinant on OCB performance. Kidder and McLean Parks (2001) have mentioned many reasons associated with that topic. they need claimed that sympathetic concern

and perspective taking that are traits associated with girls have an effect on serving to behavior and courtesy. This ensues that ladies are thought-about to possess higher perception of OCB and may internalise OCB as in role behavior quite men.

Mentioning regarding OCB in careful, OCB is usually divided into 2 categories: OCB unselfishness (helping behavior) and OCB civic virtue. Results of the researches show that ladies perform OCB serving to behavior additional doubtless than men (Morrison 1994; stargazer and Kahn, 1999; Kidder, 2002; Finkelstein and Farrell, 2007), because of the actual fact that OCB unselfishness is a smaller amount *ex gratia* for girls than men. In alternative words, unselfishness is perceived as in-role behavior for girls. This behavior is congruent with feminine role. unselfishness includes the behaviors like serving to, expressing status, understanding the wants of others (Organ, 1988: 103) therefore it's outlined as feminine role. Men are rewarded attributable to acting OCB serving to behavior in work settings as a result of it's thought-about to be extra-role behavior for men. In distinction thereto, girls are evaluated negatively by not acting OCB unselfishness (Heilman and bird genus, 2005). OCB serving to is additional remembered once it's performed by men instead of girls (Kark and Manor, 2005). These findings support the thought of in-role perception of unselfishness for girls. In terms of OCB civic virtue, it may well be aforesaid that civic virtue is usually expected by males. it's largely possible to be perceived as in-role behavior for men than ladies (Kidder, 2002). OCB civic virtue are often thought-about as less facultative for men.

## **2.8 Theoretical Framework And Hypotheses**

Organizational citizenship behavior (OCB) becomes one of the most important areas of research in the past decade in the organizational study. Multiple studies and research have identified the consequences and backgrounds of this extra-role behavior. This research intends to analyze the influences of gender, job characteristics, job satisfaction, and organizational commitment on OCB among the workers of welfare organizations. This study examines the direct effects of

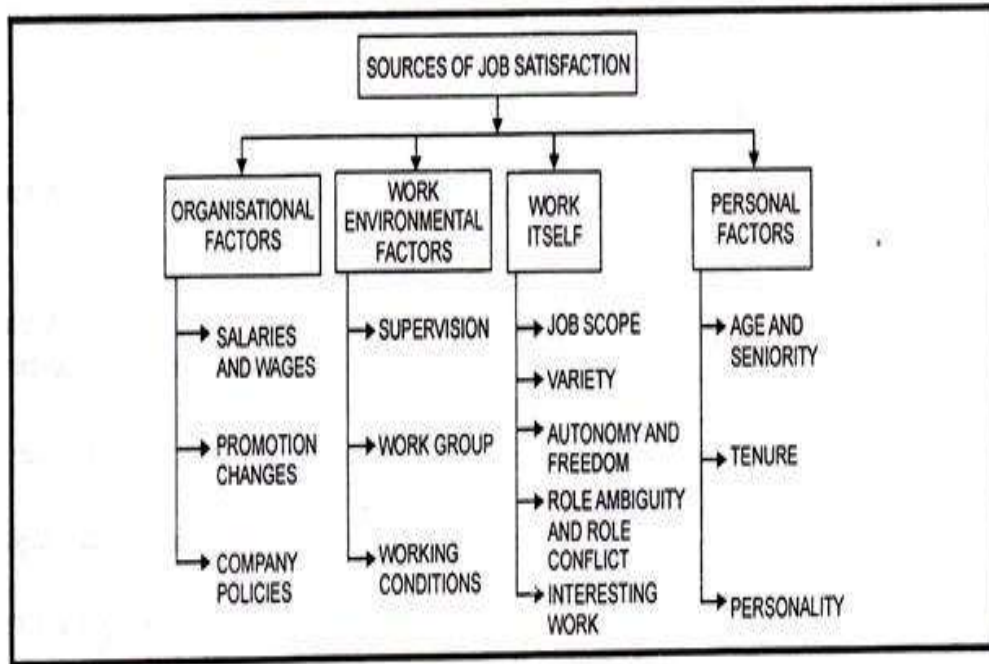
gender role on OCB as well as positively association between Job characteristics with organizational commitment and job satisfaction.

Both job satisfaction and organizational commitment, in fact, have been accepted as an antecedent of OCB(Schappe,1998:277). This section is composed of a relationship between the variables and also OCB, and in the end, we will see the propose of this study

### **2.8.1 The Job-Satisfaction Connection with the OCB**

Job satisfaction was suggested as a main positive result of the innate job characteristic as stated by Hackman and Oldham's (1980) job characteristic model. Jobs may create internal and external satisfaction. It has often been said that “A happy employee is a productive employee.” A happy employee is, almost, that employee who is pleased with his job. Job satisfaction is the main point because most of the people spend a major part of their life at their working place. Studies show that a number of effects influence the job satisfaction (Camille Preston ,2017:1).

As seen in Chart 2.1 the correlation of these factors with job satisfaction. External job satisfaction is related to wages, its systemic shape of the organizational environment, guidelines as well as manner in the management of management and also interpersonal connection, while internal job career growth is linked to empirical elements of work such as innovation, skill use, production opportunity and personal prosperity (Davis, Markovits, & Van Dick, 2007:77). For each employee, job satisfaction has a different meaning, therefore we have different factors that affect job satisfaction, also the most common ones are mentioned.



**Figure 2.3:** Correlation of factors with job satisfaction.

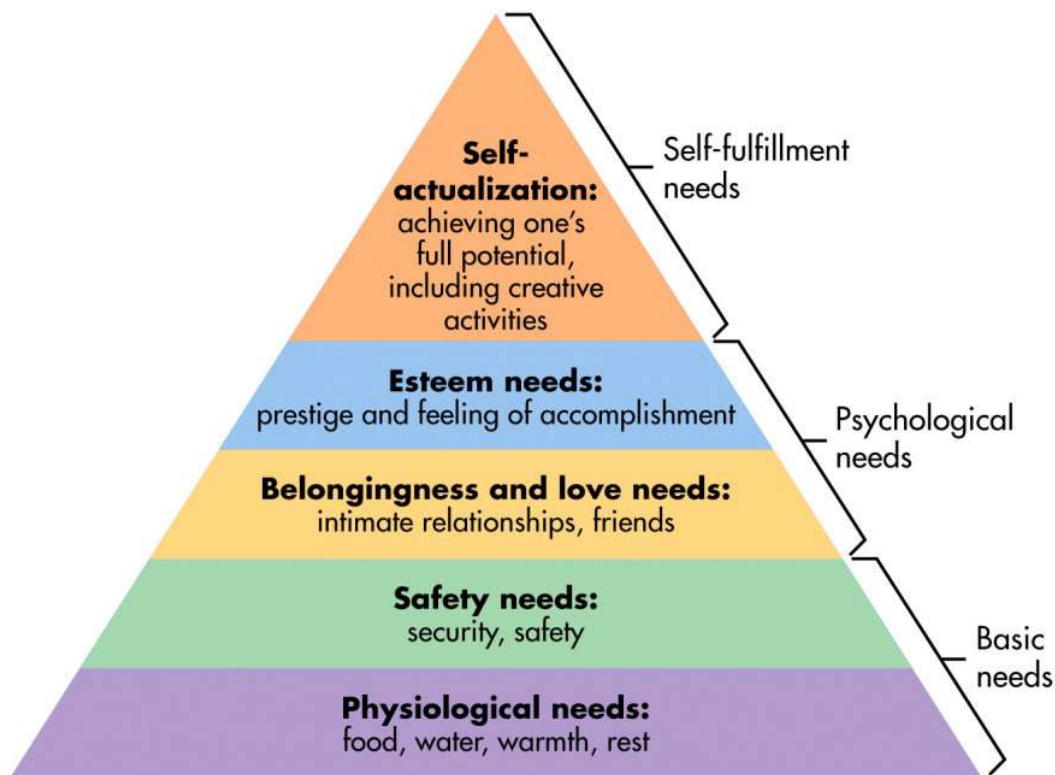
**Source:** (Shreyas Kammar, Essay on Job Satisfaction | Motivational Technique, 2017:3 )

According to Maslow’s Job satisfaction theories, hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy (Chart 2.2) consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualisation. Maslow’s hierarchy of needs wants to purport that there are fundamental needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem). Maslow’s needs hierarchy was extended to explain human motivation in common. (Maslow, 1943:370)

When the action is done and employee satisfied, the employee’s can focus on feeling albeit they belong to the workplace. This can come in the form of positive relationships with colleagues and teammate and also supervisors in the workplace, and whether or not they feel they are a part of their team or organization. The ultimate step is where the worker looks to self-actualize; where they ought to develop and create in arrange to gotten to be everything they are

competent of getting to be. Job satisfaction for the most part is inspected as a result of work environment push and the work demand-control demonstrate. (Juliet Hassard, Kevin Teoh, and Tom Cox ,2018:2)

As stated by (Salancik and Pfeffer,1977:3) need-satisfaction model, jobs have a constant and identifiable set of specifications that are related to the needs of individuals. This model wants to express when characteristics of a job match the needs of an individual then he or she will be satisfied and will be stimulated to perform the job.



**Figure 2.4:** Maslow's Job satisfaction model

**Citation:** www.unicaf.org, 2016 :1

According to (Tanriverdi,2008:152), when job characteristics comply with the expectations of an employee, she/he will be satisfied with his/her job because the outlook provided by the job meet the expectations of the employee.

The researchers have demonstrated that the best predictor of job satisfaction is the nature of the work itself, the extent to which a job is challenging, provides growth opportunities, immediate results of the activity, and the right to decide



when and how to do the job and to the extent it necessitates the use of different skills and talents for variety of activities (Öztürk,2010:48 ).The most popular definition of job satisfaction was supplied by Locke (1976), who defined it as “...a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (P: 1304).

The basic research focused on relations between OCB and job satisfaction. Job satisfaction has a correlation with OCB for two main reasons: first of all, because of the reciprocity norm, people tend to reciprocate and do the same in return to others who help or benefit them.

In the corporation and company, who managers create perfect conditions where employees experience and come across with job satisfaction may cause these employees to want to reciprocate the favor. (Schnake, M., Cochran, D., & Dumler,1995:209-221).

Second, there is plenty of proof in the psychological literature that shows employee who experiences a positive and good condition effect tend to engage in prosocial behavior.(Clark, M.S., and A.M. Isen. 1982:73-108). In order to organizational literature and study, several studies cause this result, that there are important and considerable and also affirmative relationships among OCB and job gratification. (Bateman, T.S., D.W, 1983:587-595).

In another study, Organ and Near's (1985) offer most of the job satisfaction scales, measure job cognitions such as perceived equity rather than true effect, and this satisfaction cause to researcher question whether it was affected or cognitions. More studies and researches show that OCB in fact more related to perceived equity than effect or satisfaction. (Organ and Konovsky, 1989:157-164).

The most efficient way an organization can promote the job satisfaction of its employees is to raise the mental challenge in their jobs, and the most consequential way most individuals can improve their own job satisfaction is to seek out mentally challenging work. (Locke :1976)

According to Locke,1976:111 he described, mental challenging at work by one example:

Ever been in a car accident? If you have, you probably remember picking up the phone to call your insurance company and, inevitably, talking to many different

people, recounting the details of your accident several times. It may be weeks or even months before your claim is settled and, if you ever happen to call to inquire about the status of your claim, you may discover that your claim is buried somewhere in the system.

As a customer in this situation, you probably feel irritated and poorly served being passed around like a hot potato. But have you ever pondered what the suggestions of such a framework are for workers? When each representative specializes in preparing one portion of the claim, the mental challenge managed by the work endures. Over and over, the same person may answer the phone from customers, take down basic details of the accident, and then pass on the claim to someone else, never to see it again. Indeed the work of claims agent can be broken into portions that are exceptionally specialized. Therefore he expresses when individuals repeatedly perform narrow and specialized tasks, they are unlikely to see their work as very challenging or intrinsically motivating.

In case of when people are not in challenging situation, they will not have any motivation to solve the problem and think about a different aspect of solving the problem, therefore challenging situation will make the mind so gifted and acute to see the different aspect and try to solve the problem and at the end will reach satisfaction.

Katz (1964) highlighted and mentioned the importance of expressions of skills and talents of the individual and opportunities that the job provides. He summarizes the reason of why the job itself causes satisfaction as “The individual may find his work so interesting or so much the type of thing he really wants do that it would take a heavy motivation to shift to a job that less congenial to his interests” (P: 134). The research of Judge, Bono, and Locke (2000) also display that perceptions and understanding of job characteristics and job satisfaction were strongly related. As well as, Griffin (1981), who intended to check the stability of individual perceptions of job characteristics and stability of individual reaction to these perceptions, found job characteristics (i.e., skill variety, autonomy, feedback, and identity) to be significantly and positively associated with job satisfaction at both times one and time two (P: 107). James and Jones (1980: 97) illustrated that the more a job is realized as challenging, independent, and important, the more satisfaction it provides.

There are many angles of worker attitudes that are important, but one comprehensive, very useful characteristic that deserves particular accuracy is the overall job satisfaction of workers.

Overall job satisfaction has been shown to lead to superior productivity (Munyon,2010:1505-28), fewer quits (Bockerman and Ilmakunnas,2009:73-96; Green,2010:897-903), lower absenteeism (Drago and Wooden, 1992:764-78), and less damaging behavior on the job (Mangione and Quinn, 1975:114-16). Higher relative pay tends to increase satisfaction as well (Brown et al,2008:355-89; Gao and Smyth, 2009:09-12; Kostea,2011:174-94).

Although the finding is somewhat ambiguous as at least one study finds that lower than average pay actually increases satisfaction by signaling the potential for greater future wages (Clark et al, 2009:430-47).In terms of how workers are paid, incentive pay schemes tend to increase satisfaction (Artz,2008:315-43;Heywood and Wei, 2006: 523-40). Also, it can be mentioned, job satisfaction may differ across countries. A few studies have found some evidence to this effect (Han et al., 2009:155-64; Kristensen and Johansson,2008:96-117). This may mean that differences between workers across countries are not really due to workers placing different values on specific job characteristics when determining satisfaction, but rather are due to the fact that they simply perceive and understand the overall concept of job satisfaction differently. (Neuman, K. and Point, S.2014:121-142).

Furthermore, meta-analyses (e.g., Fried & Ferris, 1987:287-322) examined the relationship between job characteristics and job satisfaction. For instance, Fried and Ferris indicated that skill variety task identity, task significance, autonomy, and job feedback were positively related to job satisfaction. Huang and Hsiao's (2007:1265-1276) research also supported this view and revealed job characteristics to be the most important predictor of job satisfaction. The research of Huang and Van de Vliert (2003:159-179) that examined the relationship between intrinsic job characteristics and job satisfaction with moderating effects of country features (e.g., individualism-collectivism, national wealth, national social security system, power distance) also showed that intrinsic job characteristics are positively related to job satisfaction in all type of countries.

Lance (1991:137-162) also supported that job characteristic were significantly associated with job satisfaction.

As well as, James, Hartman, Stebbins, and Jones (1977:229-254) illustrated that skill variety, task significance, and autonomy are positively related to job satisfaction. A job that offers autonomy gives the worker a sense of personal responsibility for the results. If a job provides feedback, an employee will know how well he or she is performing from a motivational viewpoint, internal rewards are obtained when a worker learns that he or she has performed well on a task about which he or she cares. Therefore, the more these three psychological states are present, the greater the employee's motivation, performance, and satisfaction, and the lower his or her absenteeism and a likelihood of leaving the organization.

Kuo, Ho, Lin, and Lai (2010:24-42) proposed that these core job characteristics contribute to experiencing the meaningfulness of the work; thus, they could enhance job satisfaction. In addition, according to L.-H. Chen (2008:3-6), innovative spirits in the organizational culture and group-oriented teamwork have a positive effect on job satisfaction of employees. Employee satisfaction may have a similar positive relationship with job characteristics. Darren (2005:253-266) mentioned that jobs that contain sufficient "content" variables, such as skill variety and challenge, increase motivation and subsequent job satisfaction.

In case of when the worker in the workplace have independence and have a sense of feeling responsible for their work and furthermore when they get pleasure from doing their work in this situation, we can say job satisfaction will appear, and with this job satisfaction, you can see a highly motivated employee with a strong job commitment.

Based on these finding it is proposed that:

**Hypothesis 1:** There is a relationship between job satisfaction with organizational citizenship behavior of welfare workers in West Azerbaijan.

### **2.8.2 Gender, Sex and Organizational Citizenship Behavior**

The bond between gender role or gender and OCB is a very popular research topic in recent years. The aim of this research is to seek a relationship between gender and OCB components; also between gendered job-type and components of OCB.

In this section, firstly gender is defined; gender role, gender identity, gender stereotypes and its types, Eagly's social role theory then, the hypotheses are offered.

### **2.8.2.1 Masculinity and Femininity and Eagly's Social Role Theory**

Before mentioning about gender roles, definition of gender is reviewed. The terms that are gender and sex are generally used interchangeably without noticed. These two terms actually differ in important manners. In the literature, sex refers to biological and physical differences between males and females, on the other hand, gender refers to social and psychological characteristics that integrate with being male and female. Gender is psychological term and shaped up by culture. It also refers to individuals' feelings based on their 'gender identity', in other words; feelings of 'maleness and femaleness'.

Gender may mention about behavioral evaluation of society as masculine and feminine or gender role. The extent to which an individual defines the societal definitions of masculinity and femininity is named as gender role identity (Basow, 1992:25-40). In order to understand the how gender roles are constructed, Eagly's social role theory is an important and valuable concept to discuss:

Social role theory originated in order to understand the reasons for sex differences and similarities in social behavior. When Eagly (1987:735-754) offered this theory, many researchers started to use the meta-analytic method to search for the differences between male and female behaviors in the 1980s. According to social role theory, behavioral and personality differences between men and women originate social role distributions of men and women (Eagly, 1987:735-754).

Hence, Eagly used gender roles as a term for the social roles that a society designates to men and women. Gender stereotypes are stereotypes that people believe about men and women. Sex differences, as defined by some psychologists, make up biological differences, and gender differences embody environmental differences. However, Eagly used the term sex diversity to explain the differences between males and females on several measures, not just biology. Her purpose was mainly social psychological, but, at the same time, did not want to exclude biology entirely, since there is no clear consensus on the causes of differences between the sexes. (Dulin, A. 2007:104-112).

Sex differences reflect the different social positions of women and men more strongly than differing beliefs and values that may be instilled during childhood socialization, the social-role account illustrates the type of explanation of group differences that House (1981) has termed structural. House has distinguished between a structural approach to explaining group differences in personality and behavior and cultural approach. Structural explanation emphasizes that members of social groups experience common situational constraints because they tend to have the same or similar social position within the organization and other structure such as families. (Eagly 2013:8)

In compare, cultural explanation deduces from the familiar socialization explanation, emphasize that members of the social group acquire common beliefs and values because of the socialization pressures that they experience during childhood. Although structural and cultural approaches are not totally adverse, theories of group differences tend to emphasize one or the other of these types of explanation, and the cultural approach has dominated the study of sex differences. (Eagly 2013:9)

Since breaking up of labor have been actualized in the US and other nations, a number of facts have observed related to women and men roles in society. first, of all main dissimilarity between male and female is the physical sex differences especially women's gestation and lactation while reproducing (Wood and Eagly,1999:420). Therefore, women's tasks cover nursing, caring and this has been the effect of reproduction in role occupancy. As a result, women are more likely to take place in domestic and internal work than men. On the other hand, successful task performance is mostly expected from men due to physical characteristics of men such as greater size and strength. Besides the physical differences, there are social differences between both genders. For instance, women who are in the workforce are paid lower wages than men's and women are found rarely in the highest level of organizations or managerial jobs.

Further, both genders are interested in different occupations because of the social differences (Jacobs,1989:205-224; Valian,1998:301-310). Further, women have less power and resources in most societies (Rhodie, 1989:46-50). When all these facts are contemplated, this situation in the social structure named as gender hierarchy or patriarchy. Division of labor based on sex and gender hierarchy is

considered to be the roots of sex-differentiated behavior (Eagly, Wood and Diekmann, 2000: 123-174).

Sex differences have also been established in both prosocial and antisocial behavior. Men are somewhat more helpful than women in the kind of short-term interaction with strangers that have been widely studied by social psychologists and labeled helping behavior.

The stereotypic quality of this finding can be appreciated once it is recognized that helping behavior, as construed by social psychologist, encompasses primarily polite behaviors and nonroutine acts of rescuing forms of helping that might be labeled chivalrous and heroic. (Eagly&Crowly,1986:283-308).

Female stereotypic forms of helping namely acts of caring for others, and tending to their term relationships.Males also act more offensively than females, and this sex difference is larger for aggression that produces physical harm or pain than for aggression that produces psychological or social harm (Eagly & Steffen,1986:309-330 ).Role theory also indicates when behavior should be a function of gender roles and when it should follow from other roles.in natural setting, role requirements other than gender roles, are likely to be salient, and the sexes may well behave similarly as long as the formal role assigned to men and women is the same.(Eagly& Wood,1991:306-315)

Eagly (1987) has classified social behavior types as communal and agentic characteristic based on the division of labor. Women who perform domestic roles promote friendly and facilitative behaviors that are defined as communal. Women's communal behaviors are promoted by their responsibility for childcare and nurturing role. This nurturing role develops their interpersonal skills and ability. In contrast, male perform in employment role and this result in improvement of their assertive and independent behaviors that are considered to be agentic (Eagly and Steffen, 1984:309-330).

Dispensation of sexes among occupations are another prominent effect on gender roles. Agentic behavior is consistent with male gender roles and communal behavior is consistent with female gender roles. Accordingly, when occupations are male-dominated, occupational success originated from agentic attributes.

When occupations are female dominated, occupational success originated from communal attributes (Cejka and Eagly,1999: 413-423).

Gender roles also considered as socially shared expectations of gender-congruent behaviors from each sex. Gender roles arise from the activities of each individual in their sex-typical occupational and family roles. These features that are demanded by these activities become stereotypic of women or men. For example, communal and domestic behaviors become stereotypic of women and combined with female gender role. Agentic behaviors, resource acquisition, and dominant behaviors are stereotypic of men and combined with male gender role.

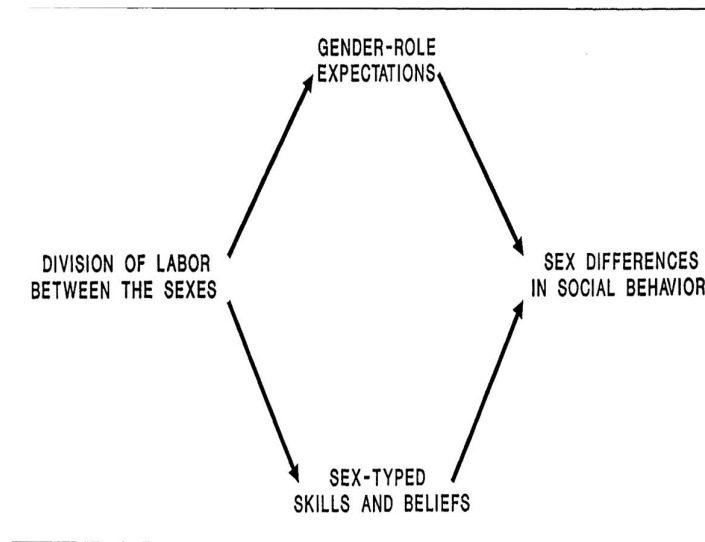
Eagly (1987) suggest that sex differences could be considered for in terms of gender roles defined as those, shared expectations about suitable behavior that apply to individuals exclusively on the basis of their socially identified sex. investigation of gender stereotypes has consistently recorded the existence of different expectation for men's and women's characteristics and social behavior. (Broverman,I.and Rosenkrantz,1972:59-78)

Role theory assumes that sex differences in social behavior are in part caused by the tendency of people to behave consistently with their gender roles. it also acknowledges that an individual personal history of enacting social roles is an indirect cause of sex differences because these experiences help define the person's repertoire of skills and attitudes. Sex-differentiated prior experiences cause men and women to have somewhat different skills, and attitudes which then cause them to behave differently.

This role-theory account of the causes of sex differences is summarized in Chart 2.3 Meta-analytic reviews of the findings of research comparing the sexes have challenged the consensus viewpoint in psychology that women and men behave either equivalently or so nearly identically that any differences are trivially small.

Instead, an overall pattern of stereotypic sex differences has been identified, and the magnitude of these differences appears to be typical of other research finding in psychology. This new state of knowledge s has opened up the study of sex differences as an intellectually interesting area.





**Figure 2.5:** A social-role theory of sex differences in social behaviors.

**Citation:** Eagly, A. and Wood, W,1991: 306-315

To summarize, the society imposes certain responsibilities or roles to female and male individuals separately. The expectations that you should perform and do them because the members of society want and expect from you. In addition, society also defined how people treat and behave with each other.

In fact, being male or female results can be seen in the prospect of whole life and all societies are organized based on gender differences. People create gender roles and it is shaped culturally and socially. Sexual orientation part is characterized as “socially and socially characterized medicines and convictions around the behavior and feelings of men and women” (Anselmi and Law, 1998:195). Sex parts produce the premise for change of sexual orientation personality.

### **2.8.2.2 Gender Stereotypes, Masculinity and Femininity**

As biologically we can classify human being into males and females. In fact, society uses these biological differences for explaining and interpreting social differences. furthermore, gender refers to characteristics of males and females that are socially built, such as rules, roles, and relationships of and between groups of women and men. Gender identity has been described as," a basic, existential, conviction that one is male or female "(Spence & Sawin,1985:59).

A secure sense of conviction of one's own maleness or femaleness and the "individual "awareness of and satisfaction with being male or female

(Pleck,1984:220). As such gender identity refers to one's sense of confidence in and comfort with being either male or female (Lewin,1984:56). In essence, gender identity reflects an individual, concepts of himself or herself as male or female (Golombok & Fivush,1996:81).

It is very important to separate gender identity from another gender that is related to ideas like gender roles and gender stereotypes. In gender roles, we expect the clear and definite behaviors, with regard to his or her gender. For example: As Eagly (1987) said women, seem to be in domestic roles and men in workers role. As well as, gender identity should separate from gender stereotype. Gender stereotypes are shared vision and thought of personality traits regarding one's gender. Expectations of instrumentality from men and expressiveness from women are results of gender stereotypes (Spence and Helmreich, 1978:29). Despite the fact that gender roles and gender stereotypes have effect on gender identity, they are not same as gender identity (Katz, 1986: 21-67; Spence and Sawin, 1985: 35-66).

If we want to talk about gender stereotypes, first of all, we should talk about what is stereotypes, Stereotypes are ideas we have about people where we judge them without even knowing them. We often judge people based on what they look like and how they are dressed instead of taking the time to find out who they really are. People often judge others just because they are a male or a female before they even get to know them, gender stereotype is a total perspective or assumption of attributes or characteristics that are or should to be possessed by women and men or the roles that are or should be performed by men and women. Gender stereotypes can be both good and bad for example, “women are nurturing” or “women are weak”. We can see gender stereotypes in lots of places like Tv shows, Movies, Books, Magazines, or the people that we spend time with them like parents, teachers, also our community like school rules, cultures, religion, and family. (Ohchr.org, 2018:2).

Furthermore, Cognitive psychologists have further differentiated between descriptive and prescriptive gender stereotypes. Descriptive stereotypes deal with beliefs about traits that one gender has; prescriptive stereotypes involve beliefs about traits one gender should have (Burgess and Borgida,1999:82).For example,

the expectation that women will be nurturing would be descriptive, whereas the belief that women should be nurturing would be prescriptive.

These stereotyped notions of gender difference affect how women and men think and behave (Ridgeway and England,2007:51; Reskin,2000:319; Ridgeway and Correll,2004:510).

Cognitive psychologists argue the nature of these stereotypes may lead to discrimination in distinct ways. For instance, descriptive stereotyping should translate into discrimination when traits associated with that stereotype are incompatible with the traits needed for the job or task at hand (Burgess and Borgida,1999:82; Fiske et al,1991:61). Thus, women in occupations dominated by men may be especially prone to this kind of discrimination (Burgess and Borgida,1999:85). In contrast, violations of prescriptive stereotypes often generate more hostile reactions, as others punish women through discrimination for deviance from gendered expectations (Burgess and Borgida, 1999:86).

Gender stereotypes are cultural constructs, shared at the societal level, that describe what men and women are "known" to be like (Fiske 1998:377-78). It is well established that stereotypes of all kinds influence people's perceptions and memories of others (for reviews of this literature, see Fiske 1998; Reskin 2001). People are more likely to notice and remember information that confirms an applicable stereotype than information that disconfirms it. Indeed, perceivers sometimes forego processing individuated information and rely instead on the applicable stereotype to fill in details.

Stereotypes also influence how people interpret what they perceive: stereotype-consistent behavior is attributed to stable personality traits, but the stereotype-inconsistent behavior is seen as an unreliable response to a particular time-bounded situation. Thus, organizational decision makers are likely to form the impression that male candidates possess stereotypically masculine characteristics, such as decisiveness and assertiveness, whereas they are likely to see female candidates as possessing stereotypically feminine characteristics, such as friendliness and willingness to cooperate. (Gorman, E,2005:703-704).

As well as, femininity and masculinity or one's gender identity refer to the extent that people see themselves as masculine or feminine given what it means to be a

man or woman in society. The roots of masculinity and femininity are coming from social (gender) rather than biological (sex). Societal members decide what is male and female means. Males usually define themselves as masculine and females usually define themselves as feminine based on the social definitions. (Spence, 1985:35), Furthermore, the descriptive part of the female stereotype might be composed of beliefs that women are nurturing and soft-spoken, the prescriptive component might consist of beliefs that women should be nurturing and soft spoken.

The descriptive unit of the female stereotype is expected to lead to workplace discrimination when women are perceived in terms of a "lack of fit" for traditionally male occupations. Therefore, in clear position in discrimination, the descriptive unit of gender stereotypes is expected to lead to discrimination against women who are perceived as lacking the necessary attributes to triumph in man-dominated professions, the prescriptive component is expected to lead to discrimination against women who violate shared beliefs about how women should behave. (Case,1995:9-18).

Being a woman in work life may cause different expectations from them. For example, Eagly and associates (1995) have found that female leaders are devalued when they behave in an autocratic and directive manner and work in male-dominated areas. In contrast to that, women who perform participatory and democratic styles of leadership, they are evaluated as positively as the male leaders. Also, It can be concluded that women are believed to perform leadership styles that do not violate their gender role prescriptions. Speaking generally, women are expected to perform appropriate behaviors based on their gender roles in work life too. Moreover, women are aware of these stereotypic prescriptions and behave congruently with those prescriptions.

The Hopkins case is a nice example that has occurred in Price Waterhouse regarding prescriptive types of gender stereotypes. To be detailed, Ann Hopkins who is an accountant has qualifications of being competent and ambitious. Although these traits are mostly perceived as masculine traits, she receives very well feedbacks as evaluation from her clients. But, according to her candidates, she is considered to be "macho" and to have interpersonal skill problems. When she is seen as lack of social skills, her partnership in company is denied.

Hopkins is not denied because she has performed too feminine behaviors, in contrast; she has performed behaviors that are considered to be inappropriate for women. Her candidates suggest her to talk and dress more femininely, wear make-up. In this case, prescriptive stereotypes take place. She has met the expectations but she is expected to meet both (Fiske et al., 1991). In other words, she meets the occupational roles but she is expected to meet female gender role as performing more feminine attributes and behaviors. (Gedik,2013:30)

As well as, the dissimilarity between the descriptive and perspective aspect of gender stereotypes has long been seen in the field. (Eagly,1987:18; Spence & Helmreich,1978:203) And also in detail, the descriptive portion of gender stereotypes contains beliefs and taught about the characteristics that women do possess, whereas the prescriptive portion consists of belief and thought about the feature that women should have.(Cota,1991:225; Eagly,1987:18)Furthermore, both of the men and women may be "sanctioned and disliked" when they refuse to obey traditional gender role requirements(Fiske,1998:378). In other words, we can illustrate that prescriptive aspect of gender stereotypes as more central to sexual harassment than the descriptive aspect, and it's clear that gender stereotyping has an important role in sex discrimination.

### **2.8.2.3 Gender and OCB**

Up to now, it is declared that how gender stereotypes affect the occupational role and expected behaviors from both genders and also the dimension of gender stereotypes. In this study; we will study gender type and the relation between gender and OCB in term of in-role and extra -role are investigated.

We can say, both gender male and female, are qualified for the jobs that are related to their gender roles. Also, the fixed behavioral trait that proper for an occupation may expected behaviors of gender roles. In specific: specific gender in specific jobs. For example, aggressiveness and competitiveness are the successful behavior of male-dominated occupation and also on other hand caring and being devoted to other are stereotypically feminine traits, like nursing jobs. (Yount,1986: 63).

Furthermore, male and female personality characteristics are linked with job market outlook (Acker,1990:139). In detail maleness, which refers to attributes

which are stereotypically attributed to men, is exemplified by the image of a powerful, technically qualified, chivalrous, self-sufficient and authoritative leader who can hold control of his emotions (Connell,1987:44).Vice versa, feminineness contain such stereotypes that are related to women like empathy, sensitivity, honesty, and caring. (Heilman,2012:113).

According to (Gutek1985:81) distribution of different gender in a job cause gender type job. The female-dominated job can reflect the female type job. Furthermore, as common belief of gender role, people classify themselves in a job based on gender role. (Bielby and Baron,1986:739).

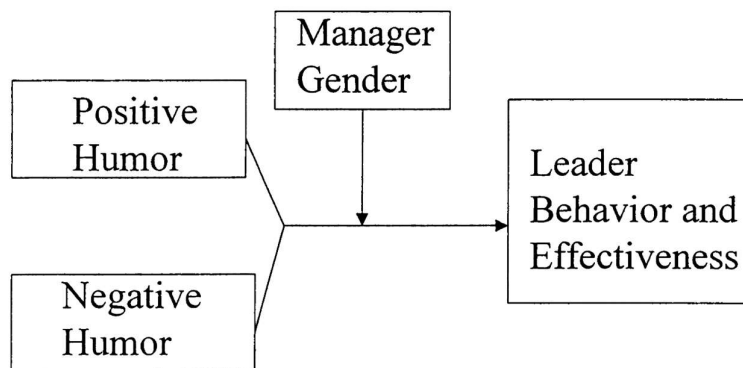
In detail, we can mention an engineering job and manage one company, are common masculine job while nursing and secretary work are known as a feminine job. Also, based on William's research (1993:21), impersonal caring tasks seem in male nursing compared to female nurses. Also here we have a question why such job like engineering is a male-dominated job? If we want to declare it in detail being analytical, task-focused and having self-confidence in their skills, besides these are included in masculine stereotypes.one of the cause that stereotypes happen is the fact that less than %10 of all engineers are women (Powell,1993:97). Also, leadership becomes a male-dominant job type in society.

Thus, in one society, gender roles are the expected task and roles that should be applied depend on social position people have. Male and female gender roles are consensual beliefs about the attributes and characteristic of them. Gender roles are determined and define by gender stereotypes and we can say each job classified based on expected from women and men or gender stereotypes. In detail, some of the jobs are more appropriate for one gender male or female, that is the cause of some roles that job has.

Male character and personality assume as human capital characteristics, which indicate important employee productivity assets (Franzway,2009:89). Laboratory studies have suggested that there are positive relation and connection between men and maleness and wealth (William,2010:7). From a female personality may encompass, the feminine characteristic which decreases opportunities in a job like wages, get a job, and job development (Dennis and Kunka,2004:166).

Also in the job market, we have widely-known status between gender, that the market nowadays rewards the specific and particular traits stereotypically attributed to men, therefore, employees representing feminine personality traits may experience discriminatory workplace practice (Heilman,2012:113). According to Nick Drydakis (2018:621) in her research, she explained also women with masculine personality traits had a 4.3 percentage points greater and have a more chance to receive and gain an invitation for an interview than women with feminine personality traits.

Also one of the important subjects should discuss before the OCB and gender relation is humor and the relation between gender in the organization. In fact, humor has an effect on responses and also on the communication process, that the result appears in social relationships at work (Hatch and Ehrlich,1993:505). Furthermore, humor has been cited as a source of psychic rewards, as well as a way to relieve frustration at work (Duncan,1982:136). In discussing another view of humor, humor as characteristic of work environment, appears to center on the positive role humor plays in an affecting the mood at work and it makes a channel and a way to communication between members at a workplace. Research in Gender differences in humor shows that male managers may use positive humor to their advantage more than females. Further, negative and offensive humor is used and enjoyed by males more than females (Decker,2001:450).



**Figure 2.6:** A model of humor use, manager gender, and leader outcomes.

**Citation:** Decker,2001:454

As Chart 2.4, the relationship between humor and gender and also leader are shown in the model, we can say it is believed that the use of both positive and negative humor influenced subordinate perceptions of leader behavior and leader effectiveness. Furthermore, in detail, positive humor is expected to be associated with higher levels of perceived leader behavior and effectiveness and negative humor with lower levels of behavior and effectiveness. One of the reason that, the male manager will be an advantage to the female manager is the expected to interact with the humor used. In another word, positive humor would enhance and rich the leadership behavior and effectiveness, while negative humor was expected to be detrimental to perceived leader behavior and effectiveness.

According to Organ and Ryan (1995:775), gender can be a determinant and one of the reasons for the OCB. Gender stereotypes which are expected from the women that create an expectation that woman employees perform more OCB, especially altruism.

In fact, over the past ten years, evidence shows that there is a relationship between gender and OCB and it is clear and has been found obviously ( Farrell & Finkelstein,2007:81), opposite to past research that found little evidence about the relationship (Podsakoff,2000:513). According to Ehrhart and Godfrey (2003:29), OCB was considered more in-role for women than men, an expectation for this behavior was less in men, thus it is more noticeable when men perform them compared to when women do it.

Also, we have other investigation, Heilman, and Chen (2005:431) article, explored and discuss the dimension of OCB that considered as a requirement than discretionary behavior for women or men. If we discuss in detail, in the study's hypothesis, altruistic citizenship behaviors (most similar to the helping behavior dimension here) were rated and discussed as being more required of women than men (or alternatively more of an optional behavior for a man than women).(Heilman, and Chen,2005:431) In addition, the study found that raters considered and pay more attention to civic virtue and individual initiative behavior as more required of men than women. This finding help and provides evidence that, expectation regarding the performance of OCB vary according to the dimension of OCB and gender of the rater.



In another date, in 2007, a study was conducted by Farrell and Finkelstein that had three sets of hypothesis relating to OCB (helping behavior and civic virtue), rater gender, stereotypical job type, and also attributions made regarding impression management motives for OCB. Totally, this study shows one result that women generally expected to engage in more helping behavior and civic virtue than men and also we can say, participants were more likely to associate men's OCB, with impression management motives than the OCB's of women. This finding offer and shows additional evidence and proof for the gender difference in different dimension of OCB also provides an explanation and detail of how individuals view men and women who engage in OCB.

According to Van Dyne and Lepine (1998:108), helping behavior totally can be included in two parts: interpersonal and cooperative behavior, that is other-oriented, which is related with needs of others and is illustrated by feminine stereotypes.so, the expectation should be more and greater for women than men to participate in helping behavior dimension of OCB.

On another hand,"voice" behavior takes on a change-orientation because it emphasizes discussing ideas and organizational issues (Van Dyne &Lepine,1998:108). The changing of the orientation of voice behavior can damage and hurt relationships as against to nurturing them, and aligns with more stereotypes describing men as a more assertive and task-oriented (as against to relationship-oriented). therefore, expectations should be greater and more for men than women to engage and participate in voice behavior.

Lovell, Kahn, Anton, Dowling (1999:469) have made an investigation on OCB and gender relationship. This research shows a connection between gender, OCB and performance evaluation. Employees who work in a university have been evaluated based on their performance and activity of OCB. This research and evaluation expected that result differ based on employee's gender.

It is expected that women would be acted OCB more than men, and they had two other hypothesis that related to performance evaluation, they are level of performing OCB and performance rating are expected to be positively related to both men and women mean gender. The study has been conducted among the employees on the campus of East Coast university.

In result, we can see that female employee perform a higher level of OCB than male employees, Expectation about women are shown women more helpful, courteous, and conscientious than men but in detail, women as a group are not rewarded for their higher level of OCB. Also, we can see the characteristic of OCB in role behavior of women rather than extra-role. In the research also shows that whose higher OCB rate of women may be because of gender stereotyping.

Furthermore, independent judges are asked which male or female employees are more likely to perform behavior while measuring OCB. Therefore, gender typing of each OCB behavior could be determined. The rated behavior which is expected to be performed by the female is used to form a feminine OCB scale. The rated behaviors which are expected to be performed by males are used to form a masculine OCB scale. Also, those rated by both gender are used to form neutral OCB scale. (Lovell, Davidson, Dowling,1999:469).

Based on the result, woman gain higher OCB rates on feminine OCB scale, however, women also gain high OCB rating for masculine and neutral items in OCB rating. Therefore, it is very hard to say that gender difference in OCB rating is due to gender stereotyping (Lovell,1999:469). By summarizing the research of Lovell and associates (1999:469), female employees perform more altruistic OCB than male employees by their peers. Although OCB is related and discusses by performance evaluation, females are not higher in this evaluation. This shows us that OCB is mostly performed by women but they are not evaluated as high as their male peers by their supervisor.

The result of Lovell mostly supported the research of Allen and Rush (2001:2561). Allen and Rush in 2001 created the experiment that research undergraduate student as they should choose and do between the three job conditions, that are masculine, feminine, and gender-neutral. They assign to gender condition as a male or female's job holder. Ten OCB behaviors that are likely to be performed by female or male workers and ten task behaviors of participant's assigned job are rated by participants.

If we see the result of this study, we can see that women considered mostly to perform OCB more than men in gender-neutral and male-typed occupation. However, this result doses not supported by female-typed occupation. If we see the result in detail, in experiment one, raters specify that women are more likely

to perform OCB than men. In another word, this outcome supports the general belief about the women that women like to perform OCB more than men. If we want to explain, it suggests that if women expected to perform the OCB, The action of them might be less considerable and significant than men. In detail, OCB performed by men more likely to be realized and remembered whereas OCB that performed by females were less like to be remembered and realized.

This condition may occur because OCB is seen as a role for women. In the second experiment, they show that the rating of OCB differs across the rater gender. While raters are only observing, they are paying attention to men who performed OCB and woman who does not. In this result also, it is shown that OCB performed by women are less significant in advance, it is concluded that OCB performed by women might have less effect on the reward that is allocated. This study provides the proof that gender-typed OCB's are based on the gender stereotypes.

In brief, if we see the study of the researchers, women mostly like to do the OCB behaviors, and because in general and most of the culture people believe that OCB related to women, when men do them it is bold behavior and noticeable but when one female do it, it is like routine behavior and mostly none of the managers pay attention to it and it is clear that gender differences in OCB rating are due to gender stereotyping.

Therefore, the OCB that performed by women might have less effect. According to this outcome, it could be said that certain OCB are expected to be the in-role behavior of women in work settings because of the gender stereotypes related to women.

The research of Kidder and Mclean parks (2002:629), Heilman and Chen (2005:431), and kidder (2001:939) are the most important study of this relationship between OCB and gender. In the study of Kidder and Mclean parks (2002:629), many important points related to gender and OCB are discussed. The observers expect and look for definite and unquestionable roles from job incumbent with respect to their gender while they do their job. Therefore, in evaluating the employee's performance, these expected and awaited behaviors effect on the reward decision.

If these roles are the in-role behaviors that are expected and most compulsory, they are expected from the employees for sure, but if those roles are an extra role, and if the employee does not want to do them, nothing happens, so they are not always expected from the employee. These expected behaviors differ regarding the gender of job holder. Females are getting less reward and bonus if they do the OCB that are in-role also in male too if they do OCB that are in-role behaviors they get less reward and prize for doing them. In the evaluation process, the OCBs that are in-role behaviors are not taken into consideration and evaluation.

This supports the fact that the role of gender in OCB perception as certain OCB are considered as in-role behavior regarding the gender of job holder. (Gedik,2013:42). Shortly, female OCBs reflect the altruism and courtesy, and also males OCBs reflected the sportsmanship and civic virtue. Feminine OCBs are expected from the who have female job holder and also masculine OCBs are expected from the who have male job holder. Furthermore, feminine behaviors are seen as in-role for females. Similar to it, masculine behaviors are seen as in-role for the male. In another word, males behaviors are seen as extra roles for females also feminine behaviors are seen as extra roles for males. When a male does and works in the feminine job, both male and female OCB behaviors are expected from him, because working in a feminine job and expected to perform feminine gender role, and he is male job holder, masculine roles are expected from him. As an outcome, the expected roles are doubled. Similar to that situation, female job holder who has the masculine job has greater job breadth because of the expectation of doing both males and females OCBs.

In the relationship between Gender, OCB, and performance evaluation, there is a proof and evidence that show the competence of women is mostly devalued in comparison with males (Lott,1985:43). For instance, the study by Greenhaus and Parasuraman (1993:273), they rate the manager's performance and attributions for their performance. They show us that for high performing employees, men's high-performance way attributed more to their high ability than the way women's high performance (Swim & Sanna,1996:507), Also there is an assumption that women are more likely to do and perform OCB than men.

If this assumption is correct, we might find that women attend in more OCB than men, but because their in-role job contribution has less value than men's in-role

job, they will not receive higher performance evaluations than men. The quality and feature that OCB has, which include the feature of women's stereotypes too. For example, as Ruble in (1983:397) found, people see some stereotypes like "kind", "understanding", "considerate", "devotes self to others" and "helpful to others" as more typical of women than men.

Therefore, when an employee acts these factors and performs them, these employees considered as an employee who engages in a high level of OCB. In detail, surveys and research regularly show that women and girls are more concerned about helping others than men and boys. (Astin, 1991:31). George, Carroll, Kersnick, and Calderon (1998:685), recently found that women spend more time and energy than men, in helping and give high quality of support than men. Eagly (1987:21), suggested that those difference in social behaviors between males and females reflect and mirror the ways that differences in social roles of women and men. Because most men and women perform and do different social role when they get adult and they learn and they get new skills.

In another word women, for instance, stay more than men at home as caregivers, so they learn nurturing skills more than men, as well as, more men than women tend to do leadership in company or home also, so they get assertive and aggressive skills required for such position better than women. Also here one question may appear that is that, if women are perceived to be more altruistic than men and behave mostly in altruistic fashion than men, will these OCB behaviors evaluated differently by their supervisor? In response, certain everyday experience shows that. One mother who engages her baby's diaper is not considered and valued for the praised worthy act, but a father who engages in the same behaviors will often perceive a praise for it. Likewise, a mother who does not change her baby's diaper will gain more disapproval than will a father who neglects his baby. This supposition was recently confirmed and certified by Deutsch and Saxon (1998:665).

Moreover, Harris (1992:1399), found in his research that people mostly expect and waited, from women to be grateful for the courteous behaviors that are shown by men rather than women. In the same method, women who fail to enact and perform behaviors which are seen as characteristic of women will be punished more than a man who fails to behave those same behaviors. If we analyze the

gender and performance evaluation, the stereotypes of the females in our society do not include useful and instrumental qualities related with successful job performance (Basow,1992:43).The gender gap in paying diminishing slightly over the years.

Furthermore, there is no evidence suggesting that women are more successful and preferred over men when evaluating employee performance. Allen in (2006:120), research and study the relationship between OCB and two organization rewards that are salary and promotion, also in this study employee's gender is tested as a moderator.

The outcome of the study shows that the relationship between OCB and promotion is weak and fragile for females than males. This is due to fact that OCB contains behaviors that are congruent with female gender role. This supports the fact that the OCB is seen as in-role behavior for women in work setting. Furthermore, it is found that the relationship between OCB and promotion are higher and better for males than females. It can be derive that, all dimensions of OCB are seen as extra role for males than females. There are multiple studies of OCB, gender, rewards, performance evaluations. The research of Heilman and Chen (2005:431), have aimed to see the effect of gender while performing an altruistic behavior on reward recommendations.

In the work setting, we can see different reactions to men and women when they do altruistic citizenship behavior or not. Data is collected from the student of business in united states, and in the result when there is no helping behavior shown, females receive more negative viewpoint than men. In contrast, when targets in both genders engage in helping behavior, men receive more favorable recommendation compared to women (Heilman & Chen,2005:431).

If we want to summarize it, Heilman and Chen's (2005:431) research has explored the types citizenship behaviors that are considered in-role for women but extra-role for men, and to be in-role for men but extra-role for women. They have analyzed also citizenship behaviors that composed of agentic and public or communal behavior. In another study, Lin (2008:241) search on the topic of the relationship between OCB and knowledge sharing, by using gender as a moderator. Furthermore, data were collected from employees in various companies who attended evening college classes in Taiwan.

The study is about the relationship between five component of OCB and gender. In result, when outcomes appear it is seen that gender stereotypes have the main effect on sportsmanship and altruism. Also, women, want to perform altruism behavior more than men. On other hand, men also want to do more sportsmanship behavior than women. The result of this study, have the same dimension of Kidder and Mclean's study, that sportsmanship behaviors have seen more masculine behavior than feminine. It can be concluded that males more likely to perform sportsmanship than females because this behavior expected from men rather females.

In conclusion, Sun (2001:16) has claimed that gender is the most important factor in OCB performance. Kidder and Mclean Parks (2001:939) have discussed several reasons that are related to the topic. They have claimed that negative perspectives which are traits and also the empathetic concerns which are related to women effect helping behavior and courteous, also humility. From all of this study, it can be derived that women are considered to have more and much better understanding and knowledge of OCB, and can internalize OCB as in-role behavior more than men. If we want divided OCB into two part, it is two categories, OCB altruism (helping behavior) and OCB civic virtue.

The result shows that females, more likely to do and perform OCB altruism and helping other more than men (Morrison,1994:1543; Lovell and Kahn,1999:469) due to fact that OCB altruism is less optional for women than men. In another word, OCB altruism is in-role behavior for women rather than men, and this behavior is compatible with female gender role. In term of OCB civic virtue, it could be said that civic virtue is mostly expected by men rather than females, mostly because it is considered that civic virtue considered as in-role behavior for men than women (Kidder,2002:629) and less optional for men.

All these studies took place in western societies. The important point in doing this research is the relationship of OCB to gender in a different society also in the middle east like Iran and Turkey. There is a lot of research and study about the relationship between gender and OCB that some of them mentioned above. Some specific behavior and treatment are expected mostly from women because of the gender roles and stereotypes. Behavioral expectations differ regarding the gender. Organizational OCB which contain offering idea and thought to improve the

functioning of the organization should engage mostly by men because of the expectation from men such as civic virtue. The behavioral expectation of gender may form a perception that certain OCB dimensions are regarded as in-role.

Based on these finding it is proposed that:

**Hypothesis 2:** There is a relationship between gender with organizational citizenship behavior of welfare workers in West Azerbaijan.

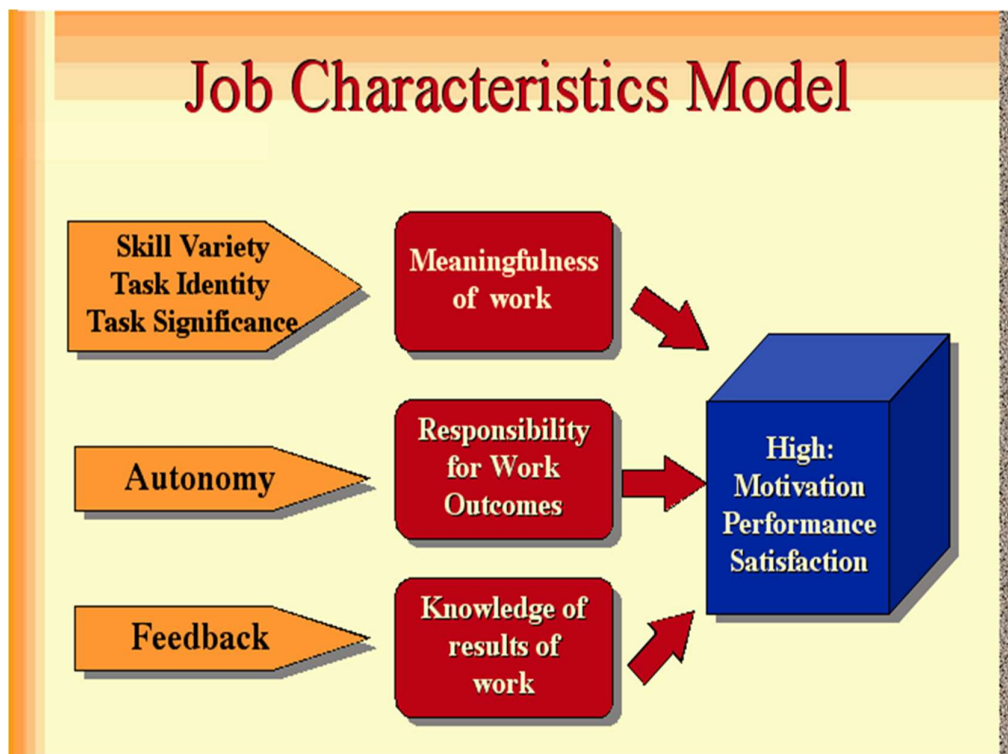
### **2.8.3 The Relationship Between Job Characteristics and Organizational Citizenship Behavior**

Although there are multiple studies on the background and history of OCB, there is little research and study on the connection between job characteristics and OCB (Chiu & Chen,2005:523). In specific, this connection has been studied in the context of the substitute of management literature (Mackenzie Podsakoff,1996:259). The analysis by Farh and Friends (1990:705) on OCB showed the significant effect of the role features on OCB. (Todd & Kent,2006, p.253). They stated and questioned that job-characteristic, arousal and fire-intrinsic ambition, task factors should directly affect OCB. In another word, intrinsic motivation means, perform and doing a task and work for enjoyment and pleasure without expecting any reward and remuneration. It includes the time expended by the worker to accomplish the task during the free time period, in other words, how well a task is enjoyed, the willingness to engage in future research and the voluntary conduct of the institution (Tang & Ibrahim,1998:530). OCB has defined by Organ (1998:66) as "optional and voluntary individual behavior, not directly or explicitly reorganized by the formal reward system, and in total help the promotes the effective functioning of the organization.

There is a various term for extra-role behavior such as organizational spontaneity (Jones,1997:153), civic organization behavior (Grahm,1991:249), contextual performance (Motowildo, Borman &Schmit,1997:71), and pro-social organizational behavior (Motowildo,1986:710). However, the most recognized term for extra-role behavior is organizational citizenship behavior. Job characteristics model is based on five different perspectives of the job. These aspects are Job variety, Job identity, Job significance, Autonomy, and Feedback.



If we want to clarify them one by one, job variety allows and give the employee a chance to use different skills for the tasks that assigned to them. Job identity, allows the employee to take ownership and the complete task at hand. Furthermore, in job significance give the employee a view and insight how the task that they have is, and how help to improve themselves and company, and in autonomy section refer to extent of freedom that employee has in doing task and lastly, feedback is that dimension of job characteristics which defines, the performance of a job to the employee (Chic & Chen,2005:523). All three initial aspect (job variety, job identity, job significance), express and shows how important the job is to the employee, and the remaining two (Autonomous and Feedback) shows the extent of autonomous, and feedback acquired from the job. Also, Job characteristics model is shown in below figure:



**Figure 2.7:** Job characteristics model

**Citation:** Vskills Blog (2018:2)

Furthermore, Farh and Colleagues (1990:705) suggest reasoning that job characteristic effect on OCB. First of all, natural and implicitly empowering tasks give a sense of obligation, one of the psychological conditions needed to be current (Hackman & Oldham, 1980:41). Moreover, workers will be responsible

while they work, regardless of the job description related to the contractual relationship between the worker and the company. Next, encouraging activities implicitly give meaning to another psychological condition of life. This strengthens and strengthens the sense of the job which enables the employee to perceive the situational value of the job and to recognize the interdependence relationships between his / her coworkers (Farh, Podsakoff, 1990:705).

In outcome, employees who have intrinsically motivating tasks that create a feeling of personal responsibility and enhance the meaning of the work would show OCB and work in a way that serves the interests of their organization as a whole and help their coworkers. As result, the employee is like airplane gear that they should work with more concentration because without any concentration we have tragic consequences (Pearce& Gregersen,1991:67).

Therefore, employees engage in at least certain types of OCB. As a study of Cardona, Lawrence, and Bentler (2004:219), that they suggest when employees understand that work, helping their learning process and give them motivation, they will have a positive attitude toward works which increase the sense of responsibility and involvement so OCB increases. The result of Farh and colleagues (1990:706), research shows that job characteristic significantly related to altruism and different aspect of OCB. Furthermore, Podsakoff and Colleagues (1996:380), provide and shows job characteristic is a main and important aspect of OCB. They found that tasks that are routine and employee do them every day has a negative influence on OCB dimensions (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) and also tasks that are intrinsic and give motivation, effect, and also influence positively on OCB.

As Merriam Webster online dictionary (2008), that defined citizenship as " one who is membership in the society, community and carries with it rights to political participation, a person having such characteristic is a citizen". Citizenship status gives some responsibility and rules and tasks. This can be moreover, suggests working towards the improvement and enhancement of one community through financial cooperation, open benefit volunteer work and other such endeavors to progress life for all citizen.

Bateman and Organ (1983:587), developed and express the first scale to measure OCB. According to them, OCB includes any of signs and signals often taken for

granted the lubricate the social machinery. For example, an employee helps their colleagues in job problem issues also accept an order without a fuss, tolerating the complex and hard situation are the some of this issue that we can give as an example.

One of the organs and associates work (2006:31) reveals that input from the project is the most reliable and self-evaluated form of information, as well as the most fundamentally inspiring. Organ and Colleagues suggest that task feedback may help another researcher that have the same problem and making structural and Useful proposals on how job quality can be improved and upgraded. Another research by Niehoff and Colleagues (1993:44) provides another aspect of the relationship and association among humanitarianism and altruism and awareness task input. We also show that routine tasks have a negative impact and are linked to both these characteristics and measurements.

In research of Chen and Chiu (2009:474), that the research on OCB, they declare and express that they found a considerable connection between the scope of work and the OCB through a single aspect instrument. Furthermore, another study by Todd and Kent (2006:253), proposed that relation between task characteristic and OCB.

Although there is abundant research on the antecedents of OCB, the literature involves rather few studies on the association among job characteristics and OCB (Chiu & Chen, 2005; Farh et al., 1990). Particularly, this association has been studied in the substitutes for leadership literature (Farh et al., 1990; Podsakoff et al., 1996,1993).

Farh and his associates (1990) argued that, since job characteristics stimulate intrinsic motivation, they should directly impact OCBs. In other words, intrinsic motivation can be triggered through performing a task for the sake of pleasure without expecting any awards. According to Katz (1964), the quantity and quality of work rise by enriched jobs that involve higher responsibility, as such jobs bolster intrinsic motivation. Particularly, intrinsically motivating tasks generate a sense of responsibility and enhance meaningfulness of the work. According to Hackman and Oldham (1980), feedback as one of the variables of the job, is expected to be closely related to OCBs since it provides an intrinsically motivating source for that job.

Therefore, all of these finding proposed that:

**Hypothesis 3:** There is a relationship between job characteristics and organizational citizenship behavior of welfare workers in West Azerbaijan.

#### **2.8.4 The Relationship Between Organizational Commitment and Organizational Citizenship Behavior**

In the literature of finding the relationship between job characteristics and organizational commitment mostly focuses is on effective commitment rather than normative one but in this study, we want to fill this gap by research. In a simple way, job characteristic is a primitive way to understand and evaluate the relationship between individuals and their organizations (Cardona, Lawrence,2004:219). One job provides autonomy, feedback a sense of task, task achievement and affecting the others and also makes it easier that one employee sees his/her ability and effect in a described direction.

Also in a suitable job there is a personal control that makes it one person how to believe to himself/herself and to his /her ability that makes the employee to feel and sees that he/she has real and important contribution in the organization and this may in turn "Fulfill a higher order desire to enhance perceptions of self-worth" (Allen & Meyer,1990:17). As a result, the employee feels dependence and attachment to his/her organization (Van Dyne & Graham,1994:766). In 1991 Allen and Meyer, redesigned the classify of O'Reilly and Chatman, by introducing the concept of normative commitment and integrated the employee identification whereas, compliance was coined as continuance commitment. They defined affective commitment as one employee's emotional attachment to, identification with involvement in, try and enjoy to be the membership of his/her organization (Allen and Meyer,1990:18). Employee and individuals with high level of affective commitment continue to work for an organization because they want to (Meyer and Allen,1997:310). In another research by Arfat and Riyaz (2013:66), it is clear that they argued on affective commitment has 3 factors:

First: individuals and organization value compatibility Second: an obsession and thinking about helping the organization to reach its goal. Third: certain desire to be and hold as a member of the organization. Furthermore, the manager rated affective commitment as a positive relationship and continuance commitment as

a negative relationship with the gainfulness and profitability of employee (Shore et al,1995:1593). It is also, represents that affective characteristics have a great effect on both negative outcome variables such as absenteeism and turnover (Dunham et al,1994:371).

Normative commitment may be defined as a commitment to remain with an organization (Buchko et al,1998:109). It is maybe the result of the internalized norm, extended by the person prior to joining the organization through the values inherent or other socialization processes, that one should be loyal to one's organization. (Arfat and Riyaz,2013:67).

Furthermore, Allen and Meyer (1990:8), assembled and collected the prior antecedent of organizational commitment into "Those that satisfy and please the employees needs to feel comfortable in their relationship with the organization and to feel worthy and capable in the work-role". If we see in a rational view this relationship, we can say that reason and rationale behind the effect and impact of job characteristics on affective organizational commitment is that when the jobs are improved and enriched, employees want to do the same in return or reciprocate by dependence to their organization because we can say psychological needs of employees are satisfied (Eby,Freeman,Rush &Lance,1999:463). In another hand, if employees want to leave their organizations, they may lose the opportunity and chance to satisfy their needs (Greguras & Diefendorf,2009:466).

We can consider the internalization of social values and interplay with the organization as a source of normative commitment. Also, there is an argument on reciprocity affect development of normative commitment. Furthermore, the employees who receive favorable and desirable behavior and treatment from their organization, they may feel a moral and more responsible to reciprocate to the organization (Yao &Wang,2008:247). Individuals also consider the characteristics of the task inherent in the job, while giving an employment decision. Nevertheless, task characteristics like autonomy and skill variety can provide by the manager or leader of a company and organization because those characteristics are not built in the job (Dunham, Grube,1994:370). In this situation, employees may be appreciative for the favorable task characteristics, which the organization provides and in return the employee feels more committed to his/her organization.

Also, we can say the effective and normative commitment are two separate and different aspect in another hand, we can consider this correlation as positive experiences that cause affective commitment may also contribute to a feeling of obligation to reciprocate (Meyer, Stanley,2002:20). Therefore, positive work experiences such as jobs highly scope and extent may grant normative commitment. If we want to refer to Strees (1977:46), we can find potential roots of effective commitment into three main categories such as personal characteristics, job characteristics, and work experience. If we want to conclude the Strees study we can say that the jobs high in scope positively influence effective commitment.

Furthermore, in another meta-analysis study by (Mathieu and Zajac,1990:171), it is shown that a considerable connection between job scope and organizational commitment as a combined and composite variable. Also in a similar study by Glisson and Durick (1988:61) that they want to search on predictors of job satisfaction and commitment, they found support for effecting of job scope on affective commitment. Furthermore, Huang and Hsiao (2007:1265), found job characteristics as the strongest determinant of affective organizational commitment. As well as, Eby and colleagues (1999:463) found autonomy and feedback as an important and positive effect that related to affective commitment. Moreover, (Hackett & Bycio,1994:15) found a strong relationship between job scope and effective organizational commitment. Also, the research of Gautam, Vandick, and Wagner (2001:239) shows as that job scope had an important effect on normative commitment.

Work attributes determine the level to which workers are fundamentally rewarding and therefore employees perform the work because they enjoy doing so (Farh and others, 1990:11). Once the task is important to the worker and gives a sense of duty, workers tend to perform OCBs because they understand the value of the effects of their work and feel the institution's individual responsibility.

According to Mathieu and Zajac (1990:18) when an employee is committed to his/her organization, she /he is more likely to engage in extra-role behaviors that lubricate the overall effectiveness of an organization. Social exchange theory and arguments of Scholl (1981:83) and Wiener (1982:15) have been utilized to explain the relationship between organizational commitment and OCB.

Besides, when an employee works for an organization that provides him/her with the opportunity to satisfy his/her needs in term of autonomy, feedback, use of a variety of skills, task significance, and task completion, she /he will not want to quit the organization. Instead, she/he will be loyal to the organization and internalize its values and make effort to achieve organizational goals.

Bentler, Cardona, and Lawrence (2004:73) Suggested that participants are becoming more committed to their institutions by assessing the connections of job exchange, thus increasing the willingness of individuals to participate in OCB. Participants, therefore, assess their connections with institutions by perceived work characteristics and are dedicated appropriately. After identified the essence of OCB connections, work features, and organizational engagement, the study suggests a conceptual model in which task features influence organizational engagement as a consequence of which staff participates in OCBs.

Models proposed by Wiener (1982) and Scholl (1981) delivered theoretical assistance for the association between organizational commitment and OCB. Scholl's (1981) model described organizational commitments as a force that balances and acts to preserve behavioral direction even when equity (expectancy) conditions are not satisfied. As stated in this model, the sources for commitment are reciprocity, investments, identification and deficiency of alternatives.

In Wiener's (1982) framework, organizational commitment results in behaviors that reveal individual forfeit made for the organization, designate individual preoccupation with the organization and do not rely mainly on reinforcements or punishments. Since the features stated in the model of Wiener (1982) identify OCBs, further support for organizational commitment as being an antecedent of OCB is supported. Also, a significant relationship between organizational commitment and OCB is supported by empirical research as well (Allen & Meyer, 1990; Mathieu & Zajac, 1990; O'Reilly & Chatman, 1986).

According to the research of Cohen (2007), Morrison (1994) and Meyer and colleagues (2002), employees who experience positive exchanges with the organization, reciprocate with higher levels of affective and normative

commitment. Moreover, Wasti (2002) and Van Scotter (2000) supported that affective commitment is significantly and positively related to OCB.

Therefore, all of these finding proposed that:

**Hypothesis 4:** There is a relationship between organizational commitment and organizational citizenship behavior of welfare employees in West Azerbaijan.





### **3. RESEARCH METHODOLOGY AND DATA ANALYSIS METHOD**

#### **3.1 Introduction**

This section describes the approach used in this report. In fact, we will discuss the research design, statistical population, and research sample, and sampling method and in forward we will discuss, measuring tools, their credibility and reliability, research methodology, and also data analysis method.

#### **3.2 Research Method**

As we know we can categorize research into three parts:

First: Basic or fundamental research, that often describes a research without any clear target or goals, or science to satisfy the curiosity, totally we can say the goal of the fundamental research is "collect information about how nature and people are put together" and it is not important this information can be used for anything, the important thing is we can improve our understanding.

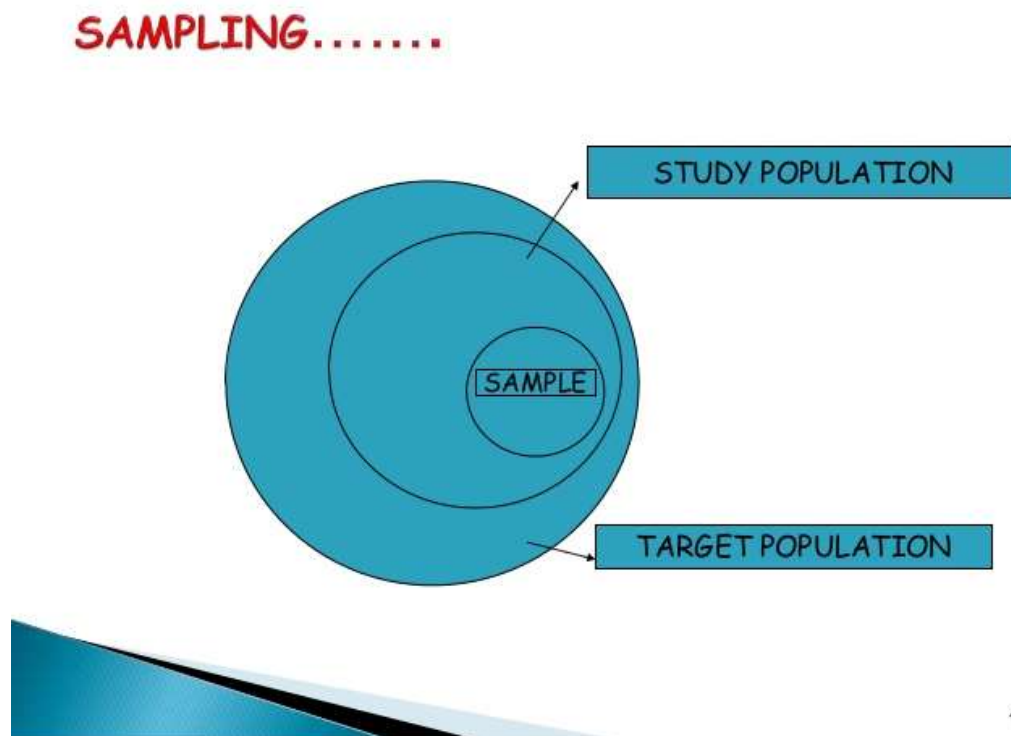
Second: Applied research, applied research we can say it is a scientific study and seeks to find the solution to the problem. We can say in this type of research finding solution is very important that can have an effect on everyday life and problems.

Third: Action research, action research we can say use the analytical research to solve the problem immediately and it focuses on solving the problem rather than theory.

The research method of this study is based on basic or fundamental research and based on the Data collection it is a survey study. Also based on the goal and hypothesis of the study, we can say this research is a Descriptive-correlational study that relationship between hypotheses is discussed.

### 3.3 Statistical Population, Sample, Sampling

If we want to talk about the statistical population, we can say is a set of people, things or concepts that share a set of properties. For example, a coffee drinker in France (Spaces,2018:2). Furthermore, sampling is the process of selecting a number of individuals for a study in such a way that the individuals, represent the larger group from which they were selected. As well as, a sample is " a smaller (but hopefully representative) collection of units from a population used to determine the truth about the population (Field,2005:5).



**Figure 3.1: Sampling**

If we want to talk about this study, we can say the statistical population of this study is all of the employees of the welfare organization that has 420 people. We use the random sampling method in this study. Based on this study, from each department, samples are chosen based on random and totally based on Cochran's sampling table 210 people were chosen randomly.

### **3.4 Research Tools**

In this study for measurement, we use multiple surveys like Allen and Meyer organizational commitment questionnaire, Minnesota satisfaction questionnaire (MSQ), Organizational citizenship behavior scale (OCB) and test of Hackman and Oldham's job characteristics survey.

#### **3.4.1 Allen and Meyer Organizational Commitment**

If we want to explain each measurement one by one we can start from the Allen and Meyer's organizational commitment, the goal of this questionnaire is to measure the commitment of the employee to their organization, it has 24 question and if we want to explain the questionnaire scoring method, we can say it has seven answer options for each question, including "I strongly agree", " I agree", "I agree a bit", " I have no idea", " I disagree a little", "Fairly disagree " and " I totally disagree ".

Employees should response, between number one up to number seven, and then it is scored on the basis of values, 1,2,3,4,5,6,7. In this questionnaire, the maximum score is 168 points and at least it is 24. Also, the score between 24 to 64 means organizational commitment is weak and the score between 64 and 96 is a moderate organizational commitment, also if we want to talk about the dimensions of the questionnaire, this questionnaire has three dimensions, emotional, continuous and normative, and in deeply if we want to say, we can say questions 1 up to 8 is related to emotional dimension, and questions 9 up to 16 related to continuous one and 17 up to 24 are related to normative.

#### **3.4.2 Minnesota Satisfaction Questionnaire (MSQ)**

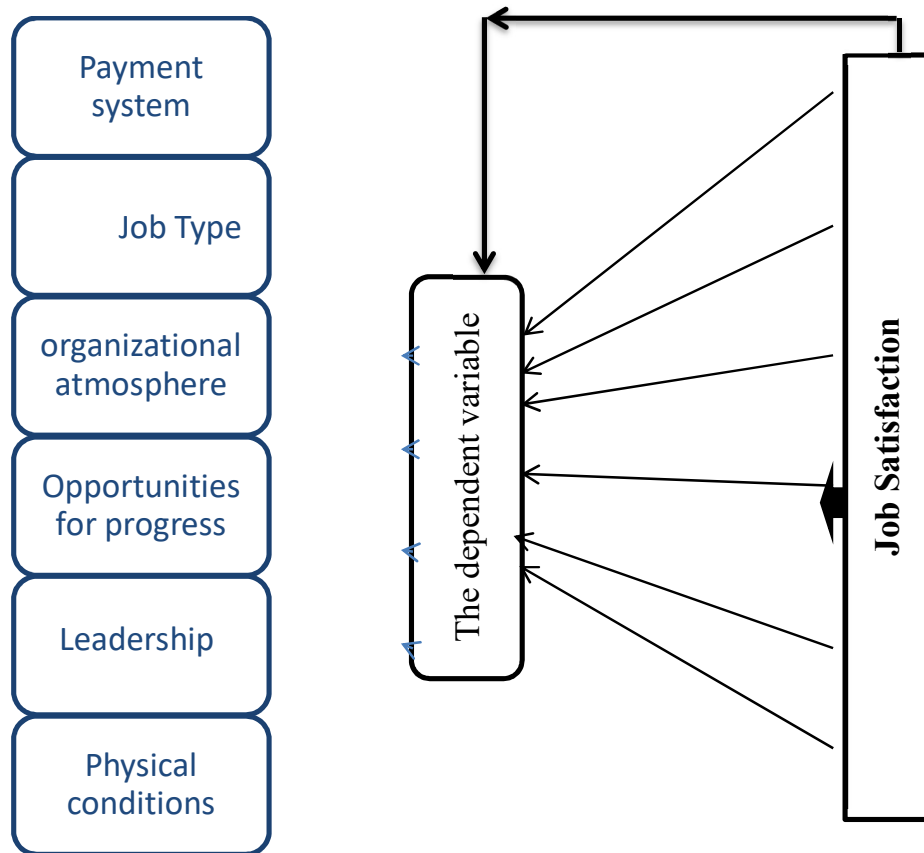
And if we want to talk about Minnesota satisfaction questionnaire (MSQ), it has 19 questions and its goals are to analysis job satisfaction based on 6 aspects: Payment system, Job Type, Opportunities for progress, Organizational atmosphere, the method of leadership, Physical conditions. Job satisfaction is a kind of satisfaction and pleasing about his /her job that related to good and properly works, with talents and the success rate in the job, the fulfillment of logical needs, the flourishing of talent, work progression, successful experience and organizational atmosphere. This questionnaire analyzed based on, the

questions that are (1-completely opposite 2-disagree 3-I have no opinion 4-agree 5-strongly agree),In another word Job Satisfaction is usually treated as a collection of feelings or affective responses associated with the job situation, or “simply how people feel about different aspects of their jobs” (Spector, 1997: 2).

Job satisfaction can be defined as positive affect towards employment (Mueller and McCloskey, 1990) and it is arguably a fairly stable evaluation of how the job meets the employee’s needs, wants, or expectations (Fisher, 2003). In research, job satisfaction has been assessed using global aspects as well as multiple facets like salary, career progression, supervisor, etc. (Fisher, 2003). The satisfied employees will perform their work more effectively is the basis of many theories of performance, reward, job design and leadership (Shipton et al., 2006). Managers and lay people are thought to believe in what has been called the ‘happy-productive worker hypothesis’ (Fisher, 2003). Job satisfaction is an attitude that relates to overall attitudes towards life, or life satisfaction (Illies et al., 2009) as well as to service quality (Schneider and Bowen,1985).

The Minnesota Satisfaction Questionnaire was one of the outputs from the “Work Adjustment Project” at the University of Minnesota; the underlying theory is based on the assumption that work fit is dependent on the correspondence between the individual skills and the reinforcements that exist in the work environment (Weiss et al., 1967). This is a self-reporting measure, suitable for individuals of all school levels that can be administrated separately or individually.

And also if we want to show job satisfaction in the diagram it will be like this:



**Figure 3.2:** Job satisfaction in the diagram

### 3.4.3 Test of Hackman and Oldham's Job Characteristics Survey

If we want to talk about another survey, we can talk about the test of Hackman and Oldham's job characteristics survey. A research that focused on the objective amounts of job characteristics that were correlated with the employee's satisfaction and attention (Hackman and Oldham,1980:2).This survey includes 5 aspects that are :

"The nature of duty, the importance of duty, independence, feedback results, and skill diversity ". Furthermore, if we want to talk about job identity we can say, the identity of a job means that employees can do certain work.

Start with raw materials or information and end the work with a product that is ready for use by a customer or someone else or a group of companies.

The importance of a job is the connection and (dealing) that a person's work with other people, that shows individuals job is important, and that cause and reach

better performance than other occupations in the firm. Also, we can say a job with independence that has the freedom to make decisions, independence from the supervisor, job listing routines, and how to perform the job. And about job feedback, feedbacks refers to the ability of an employee in a conversation to carry out his/her job on a regular basis, or whether the job (task) is effectively carried out.

#### **3.4.4 Test of Organizational Citizenship Behavior (OCB)**

Organizational citizenship behavior questionnaire of Oregon and Kanovsky, include 15 items and dimensions:

Altruism, conscience, chivalry, civil behavior, literacy and consideration. If we want to describe organizational behavior, Podsakov believes that organizational citizenship behavior is an optional behavior that is not merely part of job descriptions or role-playing behaviors and is not part of employee recruitment commitment and is wholly selective and if we want to talk about questionnaire scale, this questionnaire is based on the Likert scale (I totally disagree 1, disagree 2, not agree or disagree 3, agree 4, strongly agree 5).

Organizational citizenship behavior deals and converse with the actions and behaviors that are not required by workers. Also if we want to talk about the upsides of organizational citizenship behavior we can say a sense of purpose, feeling in control, a renewed sense of vigor, clear up role ambiguity, increase job performance and engage early career workers. Furthermore, as we said, OCB types include in :

1-Altruism, that means one employee help his/her colleagues without expecting anything in return.

2-Sportsmanship, means an employee decides to stay in good spirits even when something doesn't go their way

3-Courtesy, means when a worker is considerate or polite to those they work with.

4-conscientiousness, like coming early to work to finish a project.

5-Civic virtue, that is when a worker represents the company they are associated with in a positive light.

### **3.5 Hypotheses of Thesis**

**Hypothesis 1:** There is a relationship between job satisfaction with organizational citizenship behavior of welfare workers in West Azerbaijan.

**Hypothesis 2:** There is a relationship between gender with organizational citizenship behavior of welfare workers in West Azerbaijan.

**Hypothesis 3:** There is a relationship between job characteristics and organizational citizenship behavior of welfare workers in West Azerbaijan.

**Hypothesis 4:** There is a relationship between organizational commitment and organizational citizenship behavior of welfare employees in West Azerbaijan.

### **3.6 Research Methodology**

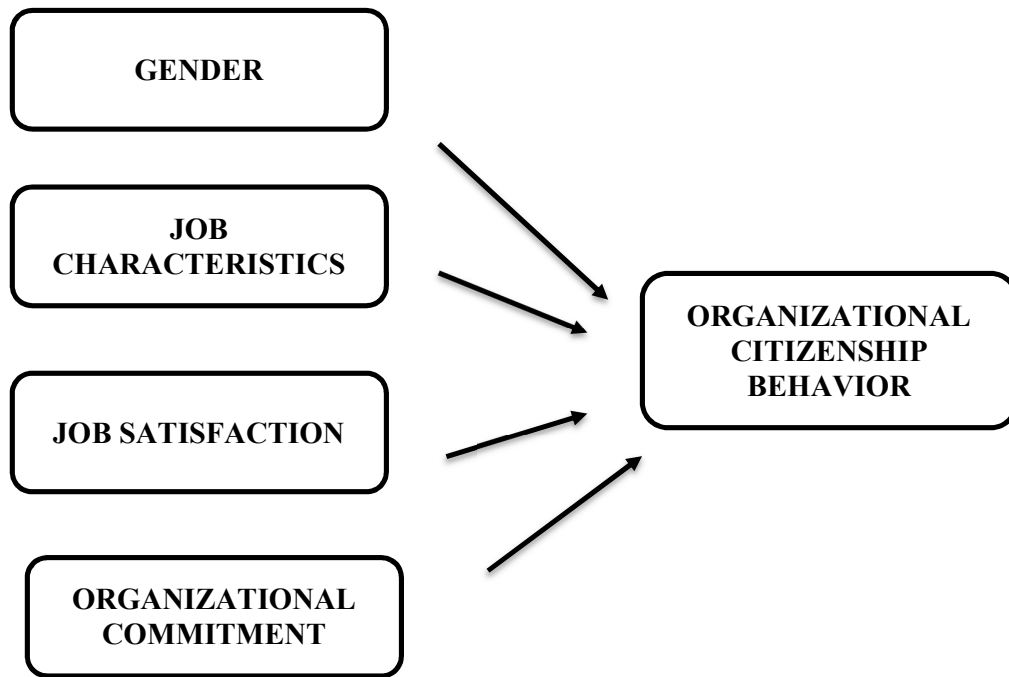
The present research is a purposeful, applied and descriptive-correlation research that has been done fieldwork. Data were gathered and in the operational phase of the study, also to gather information questionnaire was used. After completing the necessary steps and obtaining necessary permits from the welfare organization, referring to the department, obtaining the staff statistics and the necessary information and selecting the samples, questionnaires were distributed among the staff. After answering staff, the questionnaires were received from the staff. In the next step, the scoring was done. Of the 210 questionnaires, 16 questionnaires were invalid and 194 completed questionnaires were used. The data were then entered into SPSS software and analyzed by descriptive and inferential statistics.

### **3.7 Data Analysis Method**

In the descriptive statistic, we describe the information, based on the central tendency indicators such as mean, median, facet, and dispersion indicators such as standard deviation, variance, and range of changes. In the Statistical inference analyses of the information and data that obtained from the Chi-square test and the correlation and also regression.



### 3.8. Model of Research



**Figure 3.3:** Correlated Model of Citizenship Behavior



## 4. RESEARCH FINDINGS

### 4.1 Introduction

In this chapter, raw data obtained from research tools was analyzed using SPSS-20 software. At first, the demographic characteristics of the subjects and then the descriptive statistics (abundance, percentage, mean, and standard deviation) of each of the variables of the research are presented. In the next section, the results of the statistical analysis are presented with the hypotheses of the research and their significance is statistically analyzed.

### 4.2 Descriptive Data

In order to provide a clearer picture of the research findings, the demographic characteristics of each sample person are presented in sections 1-4, 2-4, 3-4, 4-4 and 5-4.

**Table 4.1:** Descriptive indexes related to the gender of the subjects

<b>Percentage</b>	<b>Abundance</b>	<b>Indicator</b>	<b>Variable</b>
63.4	123	<b>Female</b>	<b>Sex</b>
36.6	71	<b>Man</b>	
100	194	<b>Total</b>	

Table 4.1, the descriptive indexes of gender refer to the subjects of the research. Based on the above table, most of the sample population consists of a female worker in welfare organization, West Azerbaijan province.

**Table 4.2:** Descriptive indexes related to the age of the subjects

<b>STANDARD DEVIATION</b>	<b>AVERAGE</b>	<b>INDEX VARIABLE</b>
8.43	39.84	<b>AGE</b>

Table 4.2 shows the descriptive indexes related to the age of the subjects of the research. Based on the above table, the average age of employees is 39.84 years (SD = 8.43, range = 57-22 years).

**Table 4.3:** Descriptive indexes related to the level of education

<b>Percentage</b>	<b>Abundance</b>	<b>Education level</b>
4.1	8	Under the general diploma
10.8	21	Diploma
29.9	58	Associate Degree
39.7	77	Bachelor
15.7	30	Master's degree
100	194	Total

Table 4.3 shows the frequency and percentage of subjects' education. According to the data presented in Table 4.3, most of the participants in the study have a bachelor's degree (39.9%).

**Table 4.4:** Descriptive indicators related to the marital status of the subjects of the research

<b>Percentage</b>	<b>Abundance</b>	<b>Marital status</b>
25.3	49	Single
74.7	146	Married
100	194	Total

Table 4.4 shows the frequency and percentage of marital status of subjects. According to the information in Table 4.4, most of the participants in the research (74.7%) are married.

**Table 4.5:** Descriptive indexes related to employees experience

<b>Percentage</b>	<b>Abundance</b>	<b>Years of experience</b>
22.7	44	Under 5 years old
8.8	17	5-10 years
17.5	34	10-15 years
23.2	45	15-20 years
27.8	54	20 years and up
100	194	Total

Table 4.5 shows the frequency and percentage of employees experience. According to the data presented in Table 4.5, most of the participants in the research (27.8%), have a experience of 20 years.

In order to find out about the research variables and their dispersion, the descriptive indexes of these variables were presented in Table 4.6

**Table 4.6.** Descriptive indices of research variables in sample people

<b>Number of samples</b>	<b>Standard deviation</b>	<b>Average</b>	<b>Maximum</b>	<b>Minimum</b>	<b>Variables</b>
194	4.51	9.64	42	3	Job features:
194	4.59	10.48	39	3	Skill diversity
194	5.49	8.43	39	3	Feedback results
194	2.99	11.83	52	3	Independence
194	2.99	10.77	15	3	The importance of duty
194	13.78	69.9	166	35	The nature of duty
194	2.72	11.72	19	3	Job satisfaction
194	4.04	12.94	45	2	Physical conditions
194	2.64	8.14	19	2	Method of leadership
194	5.24	10.69	66	3	Organizational atmosphere
194	4.88	15.48	54	0	Opportunities for progress
194	5.73	10.92	45	1	Job variety
194	17.85	108.02	151	48	Payment system
194	11.17	34.09	59	3	Organizational commitment
194	7.08	32.27	61	4	Normative continuous
194	7.44	41.65	55	15	Emotional
194	9.09	55.36	75	13	Citizenship behavior

Table 4.6 shows that the highest mean of research variables is related to organizational commitment with an average of 108.02 and the lowest average for Organizational atmosphere with an average of 8.14

### 4.3 Inferential Findings

**Hypothesis 1:** There is a relationship between job satisfaction with organizational citizenship behavior of welfare workers in West Azarbaijan.

Pearson correlation coefficient was used to analyze the data related to this hypothesis. The data for this hypothesis is given in Table 4.7

**Table 4.7:** Pearson correlation coefficients between job satisfaction score and organizational citizenship behavior

Organizational citizenship behavior	Variables
r=0.325**	Job Satisfaction
r=0.289**	Physical conditions
r=0.189**	method of leadership
r=0.192**	Organizational atmosphere
r=0.2**	Opportunities for progress
r=0.263**	Job variety
r=0.011	Payment system

\*P< 0.05 , \*\*P<0.01

Table 4.7 shows that the relationship between total score of job satisfaction (r=0.325, P<0.01) and dimensions of physical condition(r=0.289, P<0.01), leadership style (r=0/189, P<0.01), Organizational atmosphere (r=0.192, P<0.01), Job variety (r=0.263, P<0.01) , With organizational citizenship behavior, the welfare workers of West Azarbaijan province have a positive and meaningful relationship and Correlations also show that high score in these variables is associated with high score in organizational citizenship behavior. The bond between payment system (r=0.011, P>0.05) and organizational citizenship behavior were not meaningful.

Therefore, the hypothesis of research based on the bond among job satisfaction and organizational citizenship behavior of welfare workers in West Azarbaijan province is confirmed.

**Hypothesis 2:** There is a relationship between gender with organizational citizenship behavior of welfare workers in West Azarbaijan.

In order to analyze the data related to this hypothesis, with the nominal significance of the scale, the Chi-square test was used and the data for this hypothesis are presented in Table 4.8

**Table 4.8:** Gender correlation coefficients with citizenship behavior

<b>Citizenship behavior</b>	<b>Variables</b>
Chi-Square=60.171 df=29 Sig=0.001	Female employees
Chi-Square=33.37 df=25 Sig=0.122	Male employees

\*\*P<0.01 ,  
\*P< 0.05

Table 4.8 shows that the relationship between gender and organizational citizenship behavior ( $X^2=60.171$ ,  $P<0.01$ ) is remarkable and meaningful. But male gender relationship with organizational citizenship behavior was not meaningful ( $X^2=33.37$ ,  $P>0.05$ ). Therefore, the research hypothesis is based on the relationship and bond among female gender and organizational citizenship behavior is approved.

**Hypothesis 3:** There is a relationship between job characteristics and organizational citizenship behavior of welfare workers in West Azarbaijan.

Pearson correlation coefficient was used to analyze the data related to this hypothesis. The data for this hypothesis is given in Table 4.9



**Table 4.9:** Pearson correlation coefficients between job characteristics and organizational citizenship behavior

Organizational citizenship behavior	Variables
r=0.109	Skill diversity
r=0.166 *	Feedback results
r=0.151 *	Independence
r=0.129 *	The importance of duty
r=0.25 **	The nature of duty

\*P< 0.05 , \*\*P<0.01

Table 4-8 shows the feedback relationship of the results ( $r = 0.166$ ,  $P < 0.05$ ), Independence ( $r=0.151$ ,  $P<0.05$ ), The importance of duty ( $r=0.129$ ),  $P<0.05$ , And the nature of duty ( $r=0.25$ ,  $P<0.01$ ), with the organizational citizenship behavior of welfare workers in West Azerbaijan province is positive and meaningful.

And for correlation, the high score in these variables is associated with a high score in organizational citizenship behavior. The bond among skill variability ( $r = 0.109$ ,  $P > 0.05$ ) with organizational citizenship behavior was not meaningful. Therefore, the hypothesis of research on the relation between the features of jobs, feedback result, independence, importance of duty and the nature of duty are confirmed by organizational citizenship behavior.

**Hypothesis 4:** There is a relationship between organizational commitment and organizational citizenship behavior of welfare employees in West Azarbaijan.

Pearson correlation coefficient was used to analyze the data related to this hypothesis. The data for this hypothesis is given in Table 4-10.

**Table 4.10:.** Pearson correlation coefficients between organizational commitment with organizational citizenship behavior

5	4	3	2	1	Variables
				1	<b>Organizational commitment</b>
			1	r=0.832**	<b>Normative</b>
		1	r=0.27**	r=0.59**	<b>Steady</b>
	1	r=0.06	r=0.238**	r=0.589**	<b>Emotional</b>
1	r=0.254**	r=0.162*	r=0.22**	r=0.308**	<b>Organizational citizenship behavior</b>

The contents of Table 4.10 show that the relation of total score of organizational commitment ( $r=0.308$ ,  $P<0.01$ ), and all its dimensions included normative conditions ( $r = 0.22$ ,  $P < 0.01$ ), continuous ( $r=0.162$ ,  $P<0.05$ ), Emotional ( $r=0.254$ ,  $P<0.01$ ), with the organizational citizenship behavior of welfare workers in West Azarbaijan province is positive and meaningful.

Correlations also show that high score in these variables is associated with high score in organizational citizenship behavior. Therefore, the research hypothesis is based on the bond among organizational commitment and organizational citizenship behavior of welfare workers in West Azerbaijan province is confirmed.

In the following, multiple linear stepwise regression was used to determine the gender role, job gratification, job feature, and organizational dedication in predicting organizational citizenship behavior. For this purpose, each one of the predictive variables was separately introduced into the regression equation. Initially, the variable regression review of the criterion of organizational citizenship behavior based on the scores of the predictive variables was investigated.

**Table 4.11:** Regression analysis of the criterion variable based on scores of predictive variables

<b>Estimated standard deviation</b>	<b>R<sup>2</sup> Adjusted</b>	<b>R<sup>2</sup></b>	<b>R</b>	<b>Model</b>
8.62	0.101	0.106	0.325	1
8.39	0.148	0.157	0.396	2
8.2	0.185	0.198	0.445	3
8.08	0.21	0.227	0.476	4

Predictive variables: Job Satisfaction, Organizational Commitment, Independence, Payment System.

The results in Table 4.11 show that the job satisfaction variable accounts for 10% of the variance of organizational citizenship behavior. In the second step, the variable predicted the organizational commitment into the regression model and the results showed that the coefficient of determination was 15% (R=0.157). In the third step, the independence variable was determined with a coefficient of 19% and in the fourth step, the variable of the payment system with a coefficient of 22% was able to predict the variable of the criterion of organizational citizenship behavior.

The study of regression variance is provided in Table 4-12 to demonstrate the influence of the predictor factor on the criterion parameter.

**Table 4.12** Analysis of variance of regression of criterion variable scores on predictive variable scores

Meaningful level	F	Average of squares	Degrees of freedom	Sum of squares	Model
0.001	22.67	1684.412 74.293	1 192 193	1684.412 14264.33 15948.742	1-Total residual regression
0.01	17.79	1252.079 70.39	2 191 193	2504.157 13444.585 15948.742	2-Total remaining regression
0.001	15.651	1053.456 67.307	3 190 193	3160.368 12788.374 15948.742	3-Total residual regression
0.001	13.837	903.147 65.271	4 189 193	3612.589 12336.154 15948.742	4-Total residual regression

The result of the regression analysis is presented in Table 4.12, which shows that the regression model of research is a good model and the role of life satisfaction (  $F = 22/67, P < 0.01$  ) Organizational commitment (  $F = 17.79, P < 0.01$  ) , Independence (  $F = 15.651, P < 0.01$  ) , And payment system (  $F = 13.837, P < 0.01$  ) In predicting organizational citizenship behavior of employees are meaningful.

**Table 4.13:** Predicting the variability of organizational citizenship behavior on predictor variables

Sig	t	$\beta$	standard error	B	Variables	Model
0.001	4.762	0.325	0.045	0.214	Job Satisfaction	1
0.001	3.76	0.26	0.046	0.171	Job Satisfaction	2
0.001	3.41	0.236	0.035	0.12	Organizational Commitment	
0.001	3.911	0.264	0.045	0.174	Job Satisfaction	3
0.001	3.87	0.264	0.035	0.134	Organizational Commitment	
0.002	3.12	0.205	0.13	0.406	Independence	
0.001	4.76	0.387	0.054	0.256	Job Satisfaction	4
0.001	3.431	0.234	0.035	0.119	Organizational Commitment	
0.002	3.168	0.205	0.128	0.406	Independence	
0.009	2.632	0.206	0.124	0.326	Payment system	

The coefficients b indicated in Table 4.13 also show that the standardized regression coefficient for the predictive variable of job satisfaction ( $\beta = 0.387$ ) is meaningful and significant at the error level of less than 0.01, and with increasing standard deviation in job satisfaction variable, the rate of organizational citizenship behavior increases by standard deviation of 0.387

The standardized coefficient for organizational commitment variable is ( $\beta = 0.234$ ). By increasing a standard deviation in the organizational commitment variable, the organizational citizenship behavior rate increases to a standard deviation of 0.234 , The standardized regression coefficient is significant for the predictive variable of independence ( $\beta = 205$ ) at an error level less than 0.01 .

The standardized regression coefficient for the predictor variable of the payment system ( $\beta = 0.206$ ) is significant at the error level less than 0.01, By increasing

the standard deviation in the payment system variable, the level of organizational citizenship behavior of staff increases to 0.206 standard deviations.

In other words, the results of the standardized coefficient show that the variables of job satisfaction, organizational commitment, independence, and the payment system significantly and meaningfully differentiate the variance of the organizational citizenship behavior of employees. Also we can see plot of regression and scatter plot below :

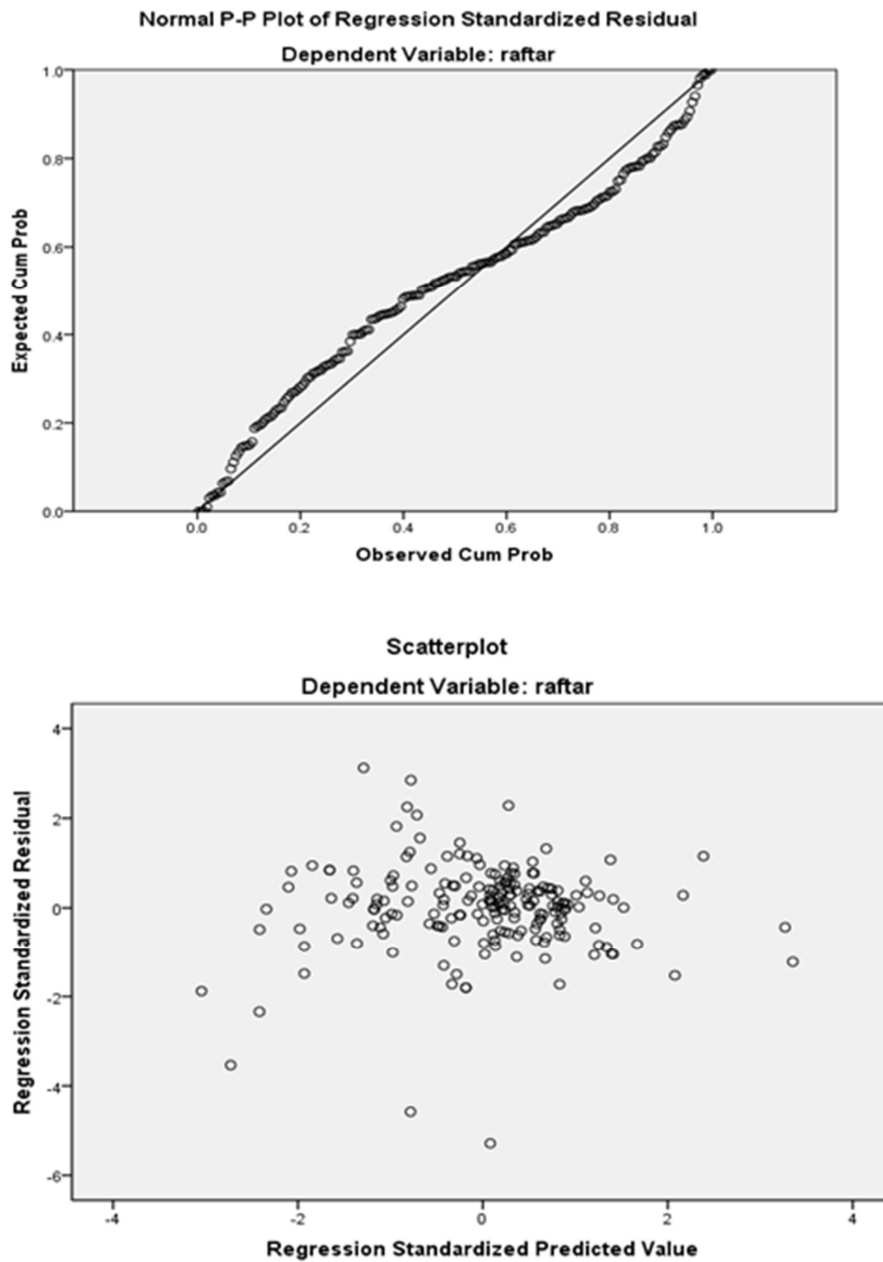


Figure 4.1 : plot of regression and scatter plot



## **5. DISCUSSION & CONCLUSION**

### **5.1 Introduction**

The purpose of this research was to investigate the role of gender, job characteristics, job satisfaction, and organizational commitment as a determinant of organizational citizenship behavior among the workers of welfare organization. Therefore, among the workers, 194 people were selected and the four types of investigating and questionnaire about the role of gender, job characteristics, job satisfaction, and organizational commitment as a determinant of organizational citizenship behavior among the workers were used. After receiving the questionnaires and analyzing them, the results are discussed.

As we want to talk about the outcomes of the workplace, we can suggest and talk important attitudes and tendency as organizational commitment and job satisfaction ,accordingly vast and deeply investigation and survey have been in the organizational behavior literature.The factor that influences the individual's job satisfaction and organizational commitment is the work itself.

### **5.2 Discussion and Conclusion**

**Hypothesis 1:** There is a relationship between job satisfaction with organizational citizenship behavior of welfare workers in West Azarbaijan

the findings showed that the relationship between the total score of job satisfaction and dimensions of physical condition leadership style, organizational atmosphere, job variety, with organizational citizenship behavior, the welfare workers of West Azerbaijan province have a positive and meaningful relationship and correlations also show that high score in these variables is associated with a high score in organizational citizenship behavior.

This conclusion is consistent with the results of research by (Munyon,2010:1505) that job satisfaction has been shown to lead to superior productivity,fewer quits, and lower absenteeism also study of (Mangione and Quinn,1975:114)that shows



higher relation pay tends to increase satisfaction and all related to high OCB in company.

Also according to L-H Chen (2008:3), innovative spirits in the organizational culture and group-oriented teamwork have a positive effect on job satisfaction of employees and its related to OCB.

The research of Judge, Bono, and Locke (2000) also display that perceptions and understanding of job characteristics and job satisfaction were strongly related. Also, Fried and Ferris (1987) indicated that skill variety task identity, task significance, autonomy, and job feedback were positively related to job satisfaction. As well as, James, Hartman, Stebbins, and Jones (1977) illustrated that skill variety, task significance, and autonomy are positively related to job satisfaction.

Kuo, Ho, Lin, and Lai (2010) proposed that these core job characteristics contribute to experiencing the meaningfulness of the work; thus, they could enhance job satisfaction. Also, Darren (2005) mentioned that jobs that contain sufficient “content” variables, such as skill variety and challenge, increase motivation and subsequent job satisfaction.

In result, the findings showed that the relationship between job satisfaction and dimensions of physical condition leadership style, organizational atmosphere, job variety, with organizational citizenship behavior are positive and meaningful and job satisfaction has been shown to lead to superior productivity, fewer quits lower absenteeism, and less damaging behavior on the job. Also, higher relative pay tends to increase satisfaction as well.

**Hypothesis 2:** There is a relationship between gender with organizational citizenship behavior of welfare workers in the West Azerbaijan province.

Findings showed that female sex with organizational citizenship behavior was significant and meaningful. But man's gender relationship with organizational citizenship behavior is not meaningful, Therefore, the research hypothesis is based on the woman's sex with organizational citizenship behavior are accepted. This conclusion is consistent with the results of research by Yousefi Amiri and his colleagues (1393), who stated in their research on nurses of educational hospitals in Zanjan, there is a significant relationship between gender

and organizational citizenship behavior, Women had more participatory behavior ,psychological and mental characteristics in terms of mood.

Organ and Ryan (1995) argue that gender is one of the predictors of organizational citizenship behavior and in their view women have more organizational citizenship than men. Kider (2002) argues in favor of the superiority of the organizational citizen's behavior with the role of gender (gender role), that cultural expectations and gender-specific characteristics lead to the formation of characteristics in women, referred to as clichés and leads to It has been suggested that women's organizational citizenship behavior is more than men. In explaining the findings of this study, it can be said that female employees are likely to feel more attentive to their work environment, and also consider their controlling men to be negative and restrictive, and thus less willing to engage in corporate citizen behavior at work Show themselves.

In another study, The aim of Heilman and Chen's study was to determine the extent to which altruistic citizenship behavior were considered to be mandatory or optional for female and male employees who were holding the same job. The altruistic behaviors such as helping new employee, solving problems between coworkers were considered to be more in-role behavior for women than for men. Based on the research of Diekmann and Eagly (2000), the main conclusion of their study is that the masculine and feminine gender roles are converging for women, not for men. Arthaud-Day et al. (2012) found that women in comparison to men displayed higher levels of OCB-I and OCB-O. According to Lin (2008), the influence of altruism on knowledge sharing is stronger for women than for men.

In another study, in 2007, a study was conducted by Farrell and Finkelstein, this study shows one result that women generally expected to engage in more helping behavior and civic virtue than men.

In another study also by Van Dyne and Lepine (1998:108), helping behavior totally can be included in two parts: interpersonal and cooperative behavior, that is other-oriented, which is related with needs of others and is illustrated by feminine stereotypes. so, the result shows that the expectation should be more and greater for women than men to participate in helping behavior dimension of OCB.

In result, we can see that female employee perform a higher level of OCB than male employees, Expectation about women are shown women more helpful, courteous, and conscientious than men but in detail, women as a group are not rewarded for their higher level of OCB. Also, we can see the characteristic of OCB in role behavior of women rather than extra-role. In the research also shows that whose higher OCB rate of women may be because of gender stereotyping.

**Hypothesis 3:** There is a relationship between job characteristics and organizational citizenship behavior of welfare workers in West Azarbaijan.

Findings showed that the relationship between job characteristics, feedback result, independence, importance of duty and the nature of duty are confirmed by organizational citizenship behavior. An employee with high job satisfaction can make a fabulous extraordinary effort and increase their performances thanks to their high level of morale, spirit, and motivation. Another research by Mushtaq (2013:4) results showed that there is a positive relationship of job variety and job significance with OCB. However, job identity and job significance did not show any relationship with OCB.

Furthermore, to refer to another research by Majad Azar (2018:4), As a conclusion, the present study found that organizations can focus on job design taking into consideration the following:

- 1- Enhance the freedom in an individual's role which shows a high level of the organization's confidence in the employees' knowledge and competencies.
- 2- Provide clear and regular feedback, that the organization is concerned with the self development of the employees.
- 3- The existence of high task significance that the employees feel proud about their role, and have the pride to tell others about their importance in the organization.
- 4- Offer a high skill variety use that the employees have the opportunity to improve their skills, which lead to self-growth.

This conclusion is consistent with the results of research by Farh and Friends (1990:705) on OCB showed the significant effect of the role features on OCB.

Also another research by Todd & Kent (2006) showed that, job-characteristic, arousal and fire-intrinsic ambition, task factors should directly affect OCB.

Furthermore, Farh and Colleagues (1990) suggest reasoning that job characteristic effect on OCB. As a study of Cardona, Lawrence, and Bentler (2004), that they show when employees understand that work, helping their learning process and give them motivation, they will have a positive attitude toward works which increase the sense of responsibility and involvement so OCB increases. The result of Farh and colleagues (1990), research shows that job characteristic significantly related to altruism and different aspect of OCB. Furthermore, Podsakoff and Colleagues (1996), provide and shows job characteristic is a main and important aspect of OCB.

They found that tasks that are routine and employee do them every day has a negative influence on OCB dimensions (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) and also tasks that are intrinsic and give motivation, effect, and also influence positively on OCB. Furthermore, another study by Todd and Kent (2006), proposed that relation between task characteristic and OCB.

In result, we can see that relationship between job characteristics, feedback result, independence, importance of duty and the nature of duty are confirmed by organizational citizenship behavior and job-characteristic, arousal and fire-intrinsic ambition, task factors directly affect OCB and when employees understand that work, helping their learning process and give them motivation, they will have a positive attitude toward works which increase the sense of responsibility and involvement in OCB.

**Hypothesis 4:** There is a relationship between organizational commitment and organizational citizenship behavior of welfare employees in West Azarbaijan.

The research shows that the relation of the total score of organizational commitment, and all its dimensions included normative conditions, continuous, Emotional, with the organizational citizenship behavior of welfare workers in West Azarbaijan province, is positive and meaningful. This conclusion is consistent with the results of research by (Van Dyne and Graham,1994:766) shows that employees feel dependence and attachment to his/her organization and

also in another study by (Meyer and Allen,1997:311) that shows that employee and individuals with high level of affective commitment continue to work for an organization.

Furthermore, by the study of (Yao and Wang,2008:247) the employees who receive favorable and desirable behavior and treatment from their organization, they may feel a moral and more responsible to reciprocate to the organization that all this research leads to one conclusion that is, we can see a relationship between job commitment and OCB.

As well as, Eby and colleagues (1999) found autonomy and feedback as an important and positive effect that related to affective commitment. According to Mathieu and Zajac (1990) when an employee is committed to his/her organization, she /he is more likely to engage in extra-role behaviors that lubricate the overall effectiveness of an organization.

Bentler, Cardona, and Lawrence (2004) Suggested that participants are becoming more committed to their institutions by assessing the connections of job exchange, thus increasing the willingness of individuals to participate in OCB. According to the research of Cohen (2007), Morrison (1994) and Meyer and colleagues (2002), employees who experience positive exchanges with the organization, reciprocate with higher levels of affective and normative commitment. Moreover, Wasti (2002) and Van Scotter (2000) supported that affective commitment is significantly and positively related to OCB.

In result, when an employee works for an organization that provides him/her with the opportunity to satisfy his/her needs in term of autonomy, feedback, use of a variety of skills, task significance, and task completion, she /he will not want to quit the organization. Instead, she/he will be loyal to the organization and internalize its values and make effort to achieve organizational goals. So the research shows that the relation of the total score of organizational commitment, and all its dimensions with the organizational citizenship behavior is positive and meaningful.

### **5.3 Research Limitations**

In this research that has been conducted in Urmia and its extension to other geographic regions is limited. The data of the present study were collected by self-assessment questionnaires. As with all previous studies, the respondents' responses may have a bias, which is one of the other limitations of this study. Another limitation we can say is limiting the statistical community to welfare workers.

Due to the large number of questions, the four questionnaires used in the present study are less likely to be less accurate and less responsive to the questionnaires. The lack of proper cooperation by the Welfare Office to access the staff is another of the problems and limitations of this research.

### **5.4 Research Suggestions**

It is suggested that this research be done in other areas so that full information can be obtained from the staff. It is suggested that samples from the staff of the other organizations should be selected and reviewed in future studies. It is also necessary to repeat this research in other organizations with different job positions for other businesses.

It is recommended that this study to be conducted on a high number of people so that the hypotheses are more strongly rejected or approved. For more accurate results and error reduction, more objective methods should be used for evaluations. It is recommended that research be conducted in other cities and with different statistical populations in order to maximize the power of generalizability.

### **5.5 Functional Suggestions**

To increase organizational citizenship behavior, it is recommended to pay attention to organizational justice, organizational commitment, job satisfaction and leadership style because these factors play a very important role in the success of the organization. Therefore, it is recommended that organizations prioritize deployment of organizational justice and organizational commitment in their policies.

Managers try to sometimes organize meetings between employees and managers and inform employees in the organization's information flow, performance, and organization goals. Employees and managers should promote positive attitudes towards the organization and their colleagues, which will enhance the staff's commitment and loyalty towards the organization. Managers pay attention to employee suggestions on how to improve organizational practices and practices.

Managers and employees should try to create trust in the workplace because in fact, building trust leads to the improvement and development of organizational citizenship behavior and ultimately leads to improved organizational performance and productivity. Organizational Citizenship Behavior requires a culture based on shared values. Citizenship behaves in an environment where developmental values and attitudes among employees regarding the voluntary compliance of employees with organizational rules and regulations, tolerance to problems And everyday hardships and loyalty to the organization.

It means that organizational citizenship behavior should be considered as a model and cultural values.

In conclusion, this study contributed to the literature on OCB by investigating its relationship with job characteristics, job satisfaction, and organizational commitment and gender also in Iranian culture and especially in the Welfare organization. The results provided evidence that job characteristics, job satisfaction, and organizational commitment and gender were significantly related to OCB.





## REFERENCES

### BOOKS

- Barnard C.I. (1938). **The functions of the executive**. Cambridge, MA: Harvard University Press.
- Blau, P. (1964). **Exchange and power in social life**. New York: Wiley.
- Borman, W.C., Motowidlo, S.J., Rose, S.R., & Hanser, L.M. (1985). **Development of a model of soldier effectiveness**. Institute Report No. 95, Minneapolis.
- Cohen, A. (2003). **Multiple commitments in the workplace: An integrative approach**. Mahwah, NJ: Erlbaum.
- Drucker P.F. (1994). **Post-capitalist society**. New York: Harper Business.
- Drucker P.F. (2002). **Management challenges for the 21st century**. New York: Harper Business.
- George, J.M. & Jones, G.R. (2008) **Understanding and managing organizational behavior**. Upper Saddle River, New Jersey: Pearson Prentice Hall. 5th Edition.
- Gibbs, L., Press, F., & Wong, S. (2019). **Complexity leadership theory: A framework for leading in Australian early childhood education settings**. In Strehmel P., Heikka J., Hujala E., Rodd J., & Waniganayake M. (Eds.), *Leadership in Early Education in Times of Change: Research from five Continents*. Opladen; Berlin; Toronto: Verlag Barbara Budrich.
- Granrusten, P. (2019). **Developing a learning organization – creating a common culture of knowledge sharing – an action research project in an early childhood centre in Norway**. In Strehmel P., Heikka J., Hujala E., Rodd J., & Waniganayake M. (Eds.), *Leadership in Early Education in Times of Change: Research from five Continents*. Opladen; Berlin; Toronto: Verlag Barbara Budrich. Retrieved January 13, 2020.
- Griffin, R.W. (2006). **Management**. Boston: Houghton Mifflin; 9th Edition.
- Hackman, J.R. & Oldham, G.R. (1980). **Work redesign**. Reading, MA: Addison-Wesley.
- Hofstede, G. (2001). **Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations**. Thousand Oaks, CA: Sage.
- Jones, G.R & George, J.M. (2008). **Essentials of contemporary management**. McGraw- Hill/Irwin; 3 Edition.
- Katz, D. & Kahn, R.L. (1966). **The Social Psychology of Organizations**. New York: Wiley.
- Kluckhohn, C. (1951). **The study of culture**. In D. Lerner & H. D. Lasswell (Eds.), *The policy sciences* (pp. 86-101). Stanford, CA: Stanford University Press.

- Kreitner, R. & Kinicki, A. (2007). **Organizational behavior**. McGraw-Hill Irwin; 7th Edition.
- Kruger, E., & Jacobs, L. (2019). **Teachers' Workplace and Personal Wellness: Perspectives from South African Legislation and Policies**. In Kowalczyk-Walédziak M., Korzeniecka-Bondar A., Danilewicz W., & Lauwers G. (Eds.), *Rethinking Teacher Education for the 21st Century: Trends, Challenges and New Directions*. Opladen; Berlin; Toronto: Verlag Barbara Budrich.
- Lincoln, R., & Kalleberg, A.L. (1990). **Culture, control, and commitment: A study of work organization and work attitudes in the United States and Japan**. Cambridge: Cambridge University Press.
- Locke, E.A. (1976). **The nature and causes of job satisfaction**. In M.D. Dunette (Ed.), *Handbook of industrial and organizational psychology* (p. 1297-1349). Chicago: Rand McNally.
- Menon, N. (2019). **Marxism, feminism and caste in contemporary india**. In Satgar V. (Ed.), *Racism After Apartheid: Challenges for Marxism and Anti-Racism* (pp. 137-156). Johannesburg: Wits University Press.
- Meyer, J.P. & Allen, N.J. (1997). **Commitment in the workplace: Theory, research, and application**. Thousand Oaks, CA: Sage.
- Mowday, R T., Porter, L.W., & Steers, R.M. (1982). **Employee organization linkages: The psychology of commitment, absenteeism, and turnover**. New York: Academic Press.
- Mwakali, J., & Byaruhanga, J. (2020). **Human Resources and Oil in Uganda: An Analysis of Uganda's Human Resource Development for the Oil Sector**. In Langer A., Ukiwo U., & Mbabazi P. (Eds.), *Oil Wealth and Development in Uganda and Beyond: Prospects, Opportunities, and Challenges* (pp. 197-222). Leuven (Belgium): Leuven University Press.
- Organ, D.W. (1988a). **Organizational citizenship behavior. The good soldier syndrome**. Lexington, MA: Lexington Books.
- Organ, D.W., Podsakoff, P.M., & MacKenzie, S.B. (2006). **Organizational citizenship behavior: Its nature, antecedents, and consequences**. Thousand Oaks, CA: Sage.
- Rapoport, E., Acuto, M., & Grcheva, L. (2019). **Exploring city leadership: Catalysts of action. In Leading Cities: A Global Review of City Leadership**. London: UCL Press.
- Storey, J., Quintas, P. and Storey, J. (2001) **Knowledge management and HRM. Human Resource Management, A critical Text**, Thomson Learning London
- Tabachnick, B.G. & Fidell, L.S. (2007). **Using Multivariate Statistics**. 5th Ed. Boston: Allyn & Bacon.
- Weiss, D.J., Davis, R.V., England, G.W., & Lofquist, L.H. (1967). **Manual for Minnesota satisfaction questionnaire**. University of Minnesota.

## ARTICLES

- Ajzen, I. & Fishbein, M. (1977). Attitude-behavior relations: a theoretical analysis and review of empirical research. **Psychological Bulletin**, 84 (5), 888-918.
- Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective continuance and normative commitment to the organization. **Journal of Occupational Psychology** 63, 1-18.
- Allen, T.D. & Rush, M. (2001). The influence of employee gender on ratings of Organizational
- Allen, T.D. & Rush, M.C. (1998). The effects of organizational citizenship behavior on Performance judgments: a field study and a laboratory experiment. **Journal of Applied Psychology**, 83(2), 247 - 60.
- Allen, T.D., Barnard, S., Rush, M. C., & Russell, J.E.A. (2000). Ratings of organizational Citizenship behavior: Does the source make a difference? **Human Resource Management Review**, 10(1), 97-114.
- Alvesson, M. (2000). Social identity and the problem of loyalty in the knowledge-intensive Companies, **Journal of Management Studies**, 37 (8), 1101-1123.
- Angle, H.L. & Perry, J.L. (1981). An empirical assessment of organizational commitment and Organizational effectiveness. **Administrative Science Quarterly**, 26, 2- 14.
- Aryee, S., Budhwar, P.S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between Organizational justice and work outcomes: Test of a social exchange model. **Journal Of Organizational Behavior**, 23(3), 267-85.
- Aycan, Z., Kanungo, R., Mendonca, M., Yu, K., Deller, J., Stahl, G., & Kurshid, A. (2000). Impact of culture on human resource management practices: a 10-country comparison. **Journal of Applied Psychology**, 49(1), 192-221.
- Bachrach, D.G, Wang, H., Bendoly, E., & Zhang, S. (2007). Importance of organizational Citizenship behavior for overall performance evaluation: comparing the role of task Interdependence in China and the USA. **Management and Organization Review**, 3(2,) 255-276.
- Barley, S.R. (1996). Technicians in the workplace: Ethnographic evidence for bringing work Into organizational studies. **Administrative Quarterly**, 41, 404-441.
- Baron, R.M. & Kenny, D.A. (1986). The moderator-mediator variable distinction in social Psychological research: Conceptual, strategic, and statistical considerations. **Journal of Personality and Social Psychology**, 51, 1173-1182.
- Bateman, T.S. & Organ, D.W. (1983). Job satisfaction and the good soldier: The relationship Between affect and employee "citizenship." **Academy of Management Journal**, 26, 587-595.
- Becker, H. S. (1960). Notes on the concept of commitment. **American Journal of Sociology**, 66(1), 32-40.
- Becker, T.E & Kernan, M.C. (2003). Matching commitment to supervisors and organizations to in-role and extra-role performance. **Human Performance**, 16(4), 327- 348
- BLANDA, J., & URBANČÍKOVÁ, N. (2019). INDUSTRIAL PROFILES OF CITIES AND INTEREST IN WORK-BASED LEARNING.

**Theoretical and Empirical Researches in Urban Management**,  
14(4), 5-21. doi:10.2307/26816975

- Blank, A., & Edwards, R. (2019). Tight labor market continues in 2018 as the unemployment rate falls to a 49-year low. **Monthly Labor Review**, 1-33. Retrieved January 13, 2020
- Blank, A., & Edwards, R. (2019). Tight labor market continues in 2018 as the unemployment rate falls to a 49-year low. **Monthly Labor Review**, 1-33. Retrieved January 13, 2020, from [www.jstor.org/stable/26651033](http://www.jstor.org/stable/26651033)
- Blank, A., & Edwards, R. (2019). Tight labor market continues in 2018 as the unemployment rate falls to a 49-year low. **Monthly Labor Review**, 1-33. Retrieved January 11, 2020, from [www.jstor.org/stable/26651033](http://www.jstor.org/stable/26651033)
- Boonzaier, B., Ficker, B., & Rust, B. (2001). A review of research on the job characteristics model and the attendant job diagnostic survey. **South African Journal of Management**, 32, 11-24.
- Borman, W.C., & Motowidlo, S.J. (1993). Expanding the criterion domain to include elements of contextual performance. **Personnel selection in organizations**, 71-98.
- Bowling, N. A. (2007). Is the job satisfaction-job performance relationship spurious? A meta-analytic examination. **Journal of Vocational Behavior**, 71,167-185.
- Bowling, N. A. (2010). Effects of job satisfaction and conscientiousness on extra-role behaviors. **Journal of Business and Psychology**, 25(1)1, 119-130.
- Brief, A. P. & Motowidlo, S. J. (1986). Prosocial organizational behaviors. **Academy of Management Review**, 11, 710-725.
- Cardona, P., Lawrence, B. S., & Bentler, P. M. (2004). The influence of social and work exchange relationships on organizational citizenship behavior. **Group and Organization Management**, 29, 219-247.
- Chen, C. C. & Chiu S. F. (2009). The mediating role of job involvement in the relationship between job characteristics and organizational citizenship behavior. **Journal of Social Psychology**, 149(4), 474-94.
- Chiu, S.F. & Chen H.L. (2005). Relationship between job characteristics and organizational citizenship behavior: The meditational role of job satisfaction. **Social Behavior and Personality**, 33 (6), 523-540.
- Chiu, S.F. & Tsai, M.C. (2006). Relationships among burnout, job involvement, and organizational citizenship behavior. **The Journal of Psychology**, 140(6), 517- 530.
- Citizenship behavior. **Journal of Applied Social Psychology**, 57,2561- 2587.
- Clugston, M., Howell, J.P., & Dorfman, P.W. (2000). Does cultural socialization predict multiple bases and foci of commitment? **Journal of Management**, 26, 5-30.
- Cohen, A. & Keren, D. (2008). Individual values and social exchange variables: Examining their relationship to and mutual effect on in-role performance and organizational citizenship behavior. **Group and Organization Management**, 33, 425- 452.
- Cohen, A. (2007). One nation, many cultures: A cross-cultural study of the relationship between personal cultural values and commitment in the workplace to in-role performance and organizational citizenship behavior. **Cross-Cultural Research**, 41, 273 - 300.

- Coleman, V.I. & Borman, W.C. (2000). Investigating the underlying structure of the citizenship performance domain. **Human Resource Management Review**, 10, 25-44.
- Comeau, D.J. & Griffith, R.L. (2005). Structural interdependence, personality, and organizational citizenship behavior: An examination of person-environment interaction. **Personnel Review**, 34(3), 310-330.
- Coyle-Shapiro, J. A-M. (2002). A psychological contract perspective on organizational citizenship behavior. **Journal of Organizational Behavior**, 23, 927-946.
- Cunningham, E. (2019). Professional certifications and occupational licenses: Evidence from the Current Population Survey. **Monthly Labor Review**, 1-38. Retrieved January 11, 2020, from [www.jstor.org/stable/26743923](http://www.jstor.org/stable/26743923)
- De Varo, J., Li, R. & Broojshire, D. (2007). Analyzing the job characteristics model: New support from a cross-section of establishments. **International Journal of Human Resource Management**, 18(6), 986-1003.
- Deborah L.K & McLean Parks J. (2001). The Good Soldier: Who is s(he)? **Journal of Organizational Behavior**. 22 (8), 939-959.
- Dey, M., Piccone, D., & Miller, S. (2019). Model-based estimates for the Occupational Employment Statistics program. **Monthly Labor Review**, 1-32. Retrieved January 13, 2020, from [www.jstor.org/stable/26776027](http://www.jstor.org/stable/26776027)
- Doran, E., Bartel, A., & Waldfogel, J. (2019). Gender in the Labor Market: The Role of Equal Opportunity and Family-Friendly Policies. RSF: **The Russell Sage Foundation Journal of the Social Sciences**, 5(5), 168-197. doi:10.7758/rsf.2019.5.5.09
- Downing, T. (2019). Employment growth accelerates in 2018, extending a lengthy expansion. **Monthly Labor Review**.
- Dugguh, S., & Dennis, A. (2014). Job satisfaction theories: Traceability to employee performance in organizations, **IOSR Journal of Business and Management (IOSR-JBM)** e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 5. Ver. I (May. 2014), PP 11-18.
- Dunham, R. B., Grube, J. A. & Castañeda, M. B. (1994). Organizational commitment: The utility of an integrative definition. **Journal of Applied Psychology**, 79(3), 370-380.
- Dunham, R.B. (1976). The measurement and dimensionality of job characteristics. **Journal of Applied Psychology**, 61(4), 404-409.
- Eby, L.T., Freeman, D.M., Rush, M.C., & Lance, C.E. (1999). Motivational bases of affective organizational commitment: A partial test of an integrated theoretical model. **Journal of Occupational and Organizational Psychology**, 72, 463-483.
- Essien, L., & McCarthy, M. (2019). Job openings, hires, and quits reach historic highs in 2018. **Monthly Labor Review**, 1-20.
- Farh, J.L., Podsakoff, P.M., & Organ, D.W. (1990). Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. **Journal of Management**, 76, 705-721.
- Felfe, J. & Yan, W.H. (2009). The impact of workgroup commitment on organizational citizenship behaviour, absenteeism and turnover

- intention: the case of Germany and China. **Asia Pacific Business Review**, 15 (3), 433-450.
- Fried, Y. & Ferris, G.R. (1987). The validity of the job characteristics model: A review and meta-analysis. **Personnel Psychology**, 40, 287- 322.
- Gautam, T., Van Dick, R., & Wagner, U. (2001). Organizational commitment in Nepalese settings. **Asian Journal of Social Psychology**, 4, 239-248.
- Gautam, T., Van Dick, R., Wagner, U., Upadhyay, N. & Davis, A. J. (2005). Organizational citizenship behavior and organizational commitment in Nepal. **Asian Journal of Social Psychology** 8, 305-314.
- George, J. M. & Brief, A.P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. **Psychological Bulletin**, 112, 310-329.
- Ghazzawi, I. (2008). Job satisfaction antecedents and consequences: A new conceptual framework and research agenda. **The Business Review**, 11, 1-11.
- Gittleman, M. (2019). Declining labor turnover in the United States: Evidence and implications from the Panel Study of Income Dynamics. **Monthly Labor Review**, 1-19. Retrieved January 13, 2020
- Glisson, C. & Durick, M. (1988) Predictors of job satisfaction and organizational commitment in human service organizations, **Administrative Science Quarterly**, 33, 61- 81.
- Gouldner, A.W. (1960). The norm of reciprocity. **American Sociological Review**, 25, 161-178.
- Graham, J.W. (1989). Organizational citizenship behavior: Construct redefinition, operationalization, and validation. Unpublished working paper. **Loyola University of Chicago**, Chicago, IL.
- Graham, J.W. (1991). An essay on organizational citizenship behavior. **Employee Responsibilities and Rights Journal**. 4, 249-270.
- Grant, A.M. & Parker, S.K. (2009). Redesigning work design theories: The rise of relational and proactive perspectives. **The Academy of Management Annals**, 3 (1), 317- 375.
- Greguras, G. J & Diefendorff, J. M. (2009). Different fits satisfy different needs: Linking person-environment fit to employee commitment and performance using self- determination theory. **Journal of Applied Psychology**, 94, 465 – 477.
- Griffin, R.W. (1981). Task attributes and long term employee productivity. **Academy of Management Proceedings**, 176-194.
- Hackett, R.D., Bycio P., & Hausdorf, P. (1994). Further assessments of Meyer and Allen's (1991) three-component model of organizational commitment. **Journal of Applied Psychology**, 79, 15-23.
- Haigh, M. M & Pfau, M. (2006). Bolstering organizational identity, commitment, and citizenship behaviors through the process of inoculation. **International Journal of Organizational Analysis**, 14(4), 295-317.
- Halbesleben, J. R. B. & Bowler, W. M. (2007). Emotional exhaustion and job performance: The mediating role of motivation. **Journal of Applied Psychology**, 93(1), 93-106.
- Hoffman, B. J., Blair, C. A., Meriac, J. P., & Woehr, D. J. (2007). Expanding the criterion domain? A quantitative review of ocb literature. **Journal of Applied Psychology**, 92(2), 555-566

- Houkes, I., Janssen, P. P. M., de Jonge, J., & Nijhuis, F. J. N. (2001). Work and individual determinants of intrinsic work motivation, emotional exhaustion and turnover intention: A multi sample analysis. **International Journal of Stress Management**, 8 (4), 257-283.
- Hrebiniak, L.G. & Alutto, J.A. (1972). Personal and role-related factors in the development of organizational commitment. **Administrative Science Quarterly**, 17(4), 555-573.
- Huang, J.H., Jin B. H., & Yang, C. (2004). Satisfaction with business-to-employee benefit systems and organizational citizenship behavior. **International Journal of Manpower**, 25(2), 195-210.
- Huang, T.C., & Hsiao, W.J. (2007). The causal relationship between job satisfaction and organizational commitment. **Social Behavior and Personality**, 35, 1265-1276.
- Huang, X. & Van de Vliert, E. (2003). Where intrinsic job satisfaction fails to work: national moderators of intrinsic motivation. **Journal of Organizational Behavior**, 24 (2), 159-179.
- Hui, C., Lee, C., & Rousseau, D.M., (2004). Psychological contract and organizational citizenship behavior in China: Investigating generalizability and instrumentality. **Journal of Applied Psychology**, 89(2), 311-321.
- Iskandar, M., Ahmad, R., & Martua, H., (2014). Factors Influencing Employees' Performance: A Study on the Islamic Banks in Indonesia: **International Journal of Business and Social Science** Vol. 5 No. 2; February 2014
- James, L.R., & Jones, A.P. (1980). Perceived job change and job satisfaction: An examination of reciprocal causation. **Personnel Psychology**, 33, 97-135.
- Janssen, s., sartore, s., & backes-gellner, u. (2016). Discriminatory social attitudes and varying gender pay gaps within firms. **Ilr review**, 69(1), 253-279.
- Jaros, S.J, Jermier, J.M, Koehler, J.W., & Sincich, T. (1993). Effects of continuance, affective, and moral commitment on the withdrawal process: An evaluation of eight structural equation models. **Academy of Management Journal**, 36(5), 951-995.
- Javed, M., Balach & Hassan, F., (2014). Determinants of Job Satisfaction and its impact on employee Performance and Turnover Intentions. **International Journal of Learning & Development** ISSN 2164-4063 2014, Vol. 4, No. 2.
- Jegadeesan, G. (2007). Job satisfaction: A conceptual framework. **ICFAI Journal of Organizational Behavior**, 6(4), 53-60.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. **Psychological Bulletin**, 127(3), 376-407.
- Kanter, R.M. (1968). Commitment and social organization: A study of commitment mechanisms in utopian communities. **American Sociological Review**, 33(4), 499-517.
- Karambayya, R. (1990). Contextual predictors of organizational citizenship behavior. In L. R., Jauch & J. L. Wall (Eds.), Best papers proceedings 1990, **Academy of Management**, San Francisco

- Karimi, Y., Cimbura, A., & Loza, W. (2019). Assessing the Prevalence of Middle Eastern Extreme Ideologies among some Iranians. **Journal of Strategic Security**, 12(3), 157-169. Retrieved January 13, 2020, from [www.jstor.org/stable/26775815](http://www.jstor.org/stable/26775815)
- Koys, D.J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. **Personnel Psychology**, 54, 101-114.
- Kwantes, C.T. (2003). Organizational citizenship and withdrawal behaviors in the USA and India: Does commitment make a difference? **International Journal of Cross Cultural Management**, 3, 5-26.
- Lambert, S., Henly, J., & Kim, J. (2019). Precarious Work Schedules as a Source of Economic Insecurity and Institutional Distrust. RSF: **The Russell Sage Foundation Journal of the Social Sciences**, 5(4), 218-257. doi:10.7758/rsf.2019.5.4.08
- Lance, C.E. (1991). Evaluation of a structural model relating job satisfaction, organizational commitment, and precursors to voluntary turnover. **Multivariate Behavioral Research**, 26, 137-62.
- Lapierre, L.M., & Hackett, R.D. (2007). Trait conscientiousness, leader-member exchange, job satisfaction, and organizational citizenship behavior: A test of an integrative model. **Journal of Occupational and Organizational Psychology**, 80, 539- 554.
- Lavelle, J., Rupp, D.E., & Brockner, J. (2007). Taking a multifoci approach to the study of justice, social exchange, and citizenship behavior: The target similarity model. **Journal of Management**, 33, 841-866.
- Lavelle, J.J., Brocken, J., Konovsky, M.A., Price, K.H., Henley, A.B., Taneja, A., & Vinekar, (2008). Commitment, procedural fairness, and organizational citizenship behavior: A multifoci analysis. **Journal of Organizational Behavior**, 30(3), 337-357.
- Lee, H., & Choong, C. (2019). Inequality in Malaysia: Empirical Questions, Structural Changes, Gender Aspects. **Journal of Southeast Asian Economies**, 36(3), 329-354.
- Lee, H., & Choong, C. (2019). Inequality in Malaysia: Empirical Questions, Structural Changes, Gender Aspects. **Journal of Southeast Asian Economies**, 36(3), 329-354. doi:10.2307/26842379
- Lee, K., Allen, N.J., Meyer, P.J., & Rhee, K.Y. (2001). The three-component model of organizational commitment: An application to South Korea. **Applied Psychology: An International Review**, 50 (4), 596-614.
- LePine, J.A. & Van Dyne, L. (1998). Predicting voice behavior in work groups. **Journal of Applied Psychology**, Vol. 83 (6), 853-68.
- LePine, J.A., Erez, A., & Johnson, D.E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. **Journal of Applied Psychology**, 87, 52-65.
- Lester, W.S., Meglino, B.M., & Korsgaard, M.A. (2008). The role of other orientation in organizational citizenship behavior. **Journal of Organizational Behavior**, 29 (6), 829- 841.
- Liu, S.W. & Norcio, R. (2008). Mediating effects of job characteristics on job satisfaction and organizational commitment of taiwanese expatriates working in mainland China. **The Business Review**, 9 (2), 62-67.



- Liu, Y. (2009). Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. **Personnel Review**, 38(3), 307-319.
- Locke, E.A. (1995). The micro-analysis of job satisfaction: Comments on Taber and Alliger. **Journal of Organizational Behavior**, 16(2), 123-125.
- Lok, P., & Crawford, J. (2004). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. **The Journal of Management Development**, 23, 321-344.
- MacKenzie, S.B., Podsakoff, P.M., & Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of managerial evaluations of salespersons' performance. **Organizational Behavior and Human Decision Processes**, 50, 123-150.
- MacKenzie, S. B., Podsakoff, P.M., & Ahearne, M. (1998). Some possible antecedents and consequences of in-role and extra-role salesperson performance. **Journal of Marketing**, 62, 87-98.
- Markovits, Y., Davis, A., & Van Dick, R. (2007). Organizational commitment profiles and job satisfaction among Greek public and private sector employees. **International Journal of Cross-Cultural Management**, 7, 77-99.
- Mathieu, J.E. & Zajac, D.M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. **Psychological Bulletin**, 108(2), 171-194.
- Messmer M. (2005) Building employee job satisfaction. **Employment Relations Today**, 32(2), 53-59.
- Meyer, J.P., Becker, T.E., & Vandenberghe, C. (2004). employee commitment and motivation: A conceptual analysis and integrative Model. **Journal of Applied Psychology**, 89 (6), 991-1007.
- Meyer, J.P. & Allen, N.J. (1991). A three-component conceptualization of organizational commitment. **Human Resource Management Review**, 1, 61-89
- Meyer, J.P., Stanley, D.J., Herscovitch, L. and Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. **Journal of Vocational Behavior**, 61, 20-52.
- Millán, J. M., Hessels, J., Thurik, R., & Aguado, R. (2013). Determinants of job satisfaction: **A European comparison of self-employed and paid employees**. *Small business economics* 1-20.
- Moorman, R.H. & Blakely, G.L. (1995). Individualism - collectivism as an individual difference predictor of organizational citizenship behavior. **Journal of Organizational Behavior**, 6 (2), 127-142.
- Moorman, R.H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. **Human Relations**, 46, 759-776.
- Moorman, R.H., Niehoff, B.P., & Organ, D.W. (1993). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. **Employee Responsibilities & Rights Journal**, 6(3), 209-225.

- Morrison, E.W. (1994). Role definitions and organizational citizenship behavior: The importance of the employee's perspective. **Academy of Management Journal**, 37, 1543- 1567.
- Mossholder, K.W., Settoon, R.P., & Henagan, S.C. (2005). A relational perspective on turnover examining structural, attitudinal, and behavioral predictors. **Academy of Management Journal**, 48, 607-618.
- Motowildlo, S.J. & Van Scotter J. (1994). Evidence that task performance should be distinguished from contextual performance. **Journal of Applied Psychology**, 79, 475- 480.
- Mowday, R.T., Steers, R.M & Porter, L.W. (1979). The measurement of organizational commitment. **Journal of Vocational Behavior**, 14, 223 - 247.
- Neuman, G. & Kickul, J. (1998). Organizational citizenship behaviors: Achievement orientation and personality. **Journal of Business and Psychology**, 13(2), 263-279.
- Noblet, A.J, McWilliams,J., Teo, S.T.T., & Rodwell, J. J. (2006). Work characteristics and employee outcomes in local government. **International Journal of Human Resource Management**, 17, 1804-1818.
- O'Bar, A. (2019). What's behind occupational separations? **Monthly Labor Review**, 1-12. Retrieved January 11, 2020, from [www.jstor.org/stable/26743922](http://www.jstor.org/stable/26743922)
- O'Reilly, C. & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. **Journal of Applied Psychology**, 71, 492-499.
- Organ, D.W. & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. **The Journal of Social Psychology**, 135, 339-350.
- Organ, D.W. & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. **Personnel Psychology**, 8, 775-802.
- Organ, D.W. (1977). A reappraisal and reinterpretation of the satisfaction-causes performance hypothesis. **Academy of Management Review**, 2, 46-53.
- Organ, D.W. (1988b). A restatement of the satisfaction-performance hypothesis. **Journal of Management**, 14, 547-557.
- Organ, D.W. (1994). Personality and organizational citizenship behavior. **Journal of Management**, 20, 465-478.
- Organ, D.W. (1997). Organizational citizenship behavior: It's construct clean-up time. **Human Performance**, 10(2), 85-97.
- Oslund, C. (2019). An analysis of the new job openings and labor turnover data by size of firm. **Monthly Labor Review**, 1-39.
- Paine, J.B. & Organ, D.W. (2000). The culture matrix of organizational citizenship behavior: Some preliminary conceptual and empirical observations. **Human Resources Management Review**, 10(1), 45-59.
- Penner, L.A., Dovidio, J.F., Piliavin, J.A., & Schroeder, D.A. (2005). Prosocial behavior: A multilevel approach. **Annual Review of Psychology**, 56, 365-392.

- Penner, L.A., Midili, A.R., & Kegelmeyer, J. (1997). Beyond job attitudes: A personality and social psychology perspective on the causes of organizational citizenship behavior. **Human Performance**, 70 (2), 111-131.
- Podsakoff, P.M, MacKenzie, S., Paine, J., & Bachrach, D. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. **Journal of Management**, 26(3), 513-563.
- Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M., & Blume, B.D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta- analysis. **Journal of Applied Psychology**, 94, 122-141.
- Podsakoff, P. & MacKenzie, S.B. (1994). Organizational citizenship behavior and sales unit effectiveness. **Journal of Marketing Research**, 31, 351-363.
- Podsakoff, P. & MacKenzie, S.B. (1995). An examination of substitutes for leadership within levels of analysis framework. **Leadership Quarterly**, 6, 289-328.
- Podsakoff, P. M., MacKenzie, S.B, Lee, J.Y., & Podsakoff, N.P. (2003). Common method biases in behavioral research: Critical review of the literature and recommended remedies. **Journal of Applied Psychology**, 88, 879-903.
- Podsakoff, P.M., MacKenzie, S.B, & Bommer, W.H. (1996b). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. **Journal of Management**, 22, 259-298.
- Podsakoff, P.M., MacKenzie, S.B., & Bommer, W. H. (1996a). A meta analysis of the relationships between Kerr and Jermier's substitutes for leadership and employee job attitudes, role perceptions, and performance. **Journal of Applied Psychology**, 81, 380- 399.
- Podsakoff, P.M., Niehoff, B.P., MacKenzie, S.B, & Williams, M.L. (1993). Do leadership behaviors really substitute for leadership? An empirical investigation of Kerr and Jermier's situational leadership model. **Organizational Behavior and Human Decision Processes**, 54, 1-44.
- Porter, L.W., Steers, R.M., Mowday, R. T., Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. **Journal of Applied Psychology**, 59(5), 603-609.
- Ratia, L. R., & Tuzlukaya, S. E. (2019). The relationship of the dimensions of job satisfaction to job performance: A case study of a multinational company in Lesotho. **Journal of Research in Emerging Markets**, 1(3), 8–19. doi: 10.30585/jrems.v1i3.356
- Renn, R. & Vanderberg, R. (1995). The critical psychological states: An underrepresented component in job characteristics model research. **Journal of Management**, 21(2), 279-303.
- Riketta, M. (2008). The causal relation between job attitudes and performance: A meta-analysis of panel studies. **Journal of Applied Psychology**, 93, 472-481.
- Rodgers, W. (2019). Race in the Labor Market: The Role of Equal Employment Opportunity and Other Policies. RSF: **The Russell Sage Foundation**

- Journal of the Social Sciences**, 5(5), 198-220. doi:10.7758/rsf.2019.5.5.10
- Rubery, J. (2019). A GENDER LENS ON THE FUTURE OF WORK. **Journal of International Affairs**, 72(1), 91-106. Retrieved January 13, 2020, from www.jstor.org/stable/26588345
- Ryder, G. (2019). CORRECTLY VALUING THE WORK OF THE FUTURE. **Journal of International Affairs**, 72(1), 23-36. Retrieved January 13, 2020, from www.jstor.org/stable/26588340
- Sajeve, S. (2007). Identifying factors affecting motivation and loyalty of knowledge workers. **Economics and Management**, 12, 643-652.
- Salancik, G. R. & Pfeffer, J. (1977). An examination of need-satisfaction models of job attitudes. **Administrative Science Quarterly**, 22, 224-456.
- Salem, M., & Zaki, C. (2019). Revisiting the Impact of Trade Openness on Informal and Irregular Employment in Egypt. **Journal of Economic Integration**, 34(3), 465-497.
- Sarsour, A., Clark, R., & Morrill, M. (2019). Can employers sustain profitability while employees delay their retirement? **Monthly Labor Review**, 1-3. Retrieved January 13, 2020
- Schappe, S.P. (1998). The influence of job satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behavior. **Journal of Psychology**, 132(3), 277-290.
- Scholl, R.W. (1981). Differentiating organizational commitment from expectancy as a motivating force. **Academy of Management Review**, 6, 589-599.
- Schultz, M. (2019). The Wage Mobility of Low-Wage Workers in a Changing Economy, 1968 to 2014. RSF: **The Russell Sage Foundation Journal of the Social Sciences**, 5(4), 159-189. doi:10.7758/rsf.2019.5.4.06
- Shore, L.M., Tetrick, L.E., Lynch, P., & Barksdale, K. (2006). Social and economic exchanges: Construct development and validation. **Journal of Applied Social Psychology**, 36, 837-867.
- Singh J., & Jain, M. (2013). A Study of Employees' Job Satisfaction and Its Impact on their Performance, **Journal of the Indian Research**, (IS N: 2321 4155). Vol. N.04, October-December 2013, 105-111.
- Smith, C. A. & Rupp, W. T. (2002). Communication and loyalty among knowledge workers : A resource of the firm theory view. **Journal of Knowledge Management**, 6 (3), 207-223.
- Smith, C.A., Organ, D.W., & Near, J.P. (1983). Organizational citizenship behavior: Its nature and antecedents. **Journal of Applied Psychology**, 68, 653-663.
- Snape, E., Chan, A.W., & Redman, T. (2006). Multiple commitments in the Chinese context: Testing compatibility, cultural, and moderating hypotheses. **Journal of Vocational Behavior**, 69, 302-314.
- Somers, M.J. & Birnbaum, D. (1998). Work-related commitment and job performance: It's also the nature of the performance that counts. **Journal of Organizational Behavior**, 19, 621-34.
- Song, L.J., Tsui, A.S., & Law, K.S. (2009). Unpacking employee responses to organizational exchange mechanisms: The role of social and economic exchange perceptions. **Journal of Management**, 35, 56-93.
- Staw, B.M. & Ross, J. (1985). Stability in the midst of change: a dispositional approach to job attitudes . **Journal of Applied Psychology**, 70, 469 - 80.

- Steel, R.P. & Rentsch, J.R. (1997). The dispositional model of job attitudes revisited: Findings of a 10-year study. **Journal of Applied Psychology**, 82(6), 873-879.
- Taber, T.D. & Alliger, G.M. (1995). A task-level assessment of job satisfaction. **Journal of Organizational Behavior**, 16(2), 101-121.
- Tang, T.L. & A.H.S. Ibrahim, A.H.S. (1998). Antecedents of organizational citizenship behavior revisited: Public personnel in the United States and the Middle East. **Public Personnel Management**, 27(4), 529-551.
- Tanriverdi, H. (2008). Workers' job satisfaction and organizational commitment: Mediator variable relationships of organizational commitment factors. **The Journal of American Academy of Business**, 14(1), 152-163.
- Teo, S. T., Lakhani, B. S., Brown, D.A., & Malmi, T. (2008). 'Strategic human resource management and knowledge workers: A case study of professional service firms', **Management Research News**, 31(9), 683-696.
- Tett, R.B. & Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analysis based on metaanalytic findings. **Personnel Psychology**, 46( 2), 259-293.
- Thompson, B., & Burnett, M. (2019). Impact of the S.T.R.I.P.E.S. Leadership and Extended Orientation Program on Philanthropic Giving. **Philanthropy & Education**, 2(2), 53-74.
- Todd, S. Y., & Kent, A. (2006). Direct and indirect effects of task characteristics on organizational citizenship behavior. **North American Journal of Psychology**, 8(2), 253 - 268.
- Torlak, O. & Koc, U (2007). Materialistic attitude as an antecedent of organizational citizenship behavior. **Management Research News**, 30(8), 581-596.
- Triandis, H.C. (1982/1983) Dimensions of cultural variation as parameters of organizational theories. **International Studies of Management & Organization**, 12 (4), 139- 170.
- Van Dyne, L., Graham, J.G., & Dienesch, R.M. (1994). Organizational citizenship behavior: Construct redefinition, operationalization, and validation. **Academy of Management Journal**, 37, 765-802.
- Van Dick, R., Grojean, M., Christ, O., & Wieseke, J. (2006). Identity and the extra mile: relationships between organizational identification and organizational citizenship behavior. **British Journal of Management**, (17), 283-301.
- Van Scotter, J. (2000). Relationships of task performance and contextual performance with turnover, job satisfaction, and affective commitment. **Human Resource Management Review**, 10(1), 79-95.
- Van Scotter, J.R. & Motowidlo, S.J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. **Journal of Applied Psychology**, 81, 525- 531.
- Vandenberghe, C., Stinglhamber, F., Bentein, K., & Delhaise, T. (2001). An examination of the cross-cultural validity of a multidimensional model of commitment in Europe. **Journal of Cross-Cultural Psychology**, 32, 322 - 347.
- Wang, H., Law, K.S., Hackett, R.D., Wang, D.X., & Chen, Z.X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and

- organizational citizenship behavior. **Academy of Management Journal**, 48 (3), 420-432.
- Wasti, S. A. (2002). Affective and continuance commitment to the organization: test of an integrated model in the Turkish context. **International Journal of Intercultural Relations**, 26, 525-550.
- Wiener, Y. (1982). Commitment in organizations: A normative view. **Academy of Management Review**, 7, 418-428.
- Wilczyńska, a., batorski, d., & torrent-sellens, j. (2017). Job satisfaction of knowledge workers. The role of interpersonal justice and flexible employment. **Polish sociological review**, (199), 329-349.
- Williams. L.J. & Anderson. S.E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. **Journal of Management**, 17(3), 601-617.
- Yao, X. & Wang, L. (2008). Socially oriented values and reciprocity norm predict organizational commitment. **Asian Journal of Social Psychology**, 11, 247-252.

### **DISSERTATIONS**

- Öztürk, f. (2010). Determinants of organizational citizenship behavior among knowledge workers: the role of job characteristics, job satisfaction, and organizational commitment. master. middle east technical university
- Ratia, L. R. (2019). The Relationship Between Job Satisfaction and Job Performance in A Multinational Company: The Case Of Vodacom Lesotho. Atilim university, Ankara - Turkey
- Tuncel, E. (2000). Moderating effects of conscientiousness, dispositional affect, and collectivism on the job satisfaction - job performance relationship. Unpublished Master's Thesis. Middle East Technical University, Ankara - Turkey.
- Ünüvar, T.H. (2006). An integrative model of job characteristics, job satisfaction, organizational commitment, and organizational citizenship behavior. Unpublished Doctoral Dissertation. Middle East Technical University, Ankara - Turkey.
- Varoglu, D. (1986). Relationship of job characteristics to satisfaction and motivation: A study on academicians. Unpublished Master's Thesis. Middle East Technical University, Ankara – Turkey.
- Wasti, S.A. (1999). Organizational commitment and collectivism: The case of Turkey. Unpublished Doctoral Dissertation. University of Illinois, Urbana - Champaign.

### **ELECTRONIC SOURCES**

- Bragg, T. (2001). Motivate knowledge workers to create and share knowledge: a value-based model. Publication: Global Competitiveness. Online. Available form: <http://allbusiness.com>.
- Hassard, J., Teoh, K. and Cox, T. (2018). Job satisfaction: theories and definitions: OSHwiki. [online]Oshwiki.eu.Available:[https://oshwiki.eu/wiki/Job\\_satisfaction\\_theories\\_and\\_definitions](https://oshwiki.eu/wiki/Job_satisfaction_theories_and_definitions) [Accessed 7 May 2018].
- Preston,C.(2017).ForbesWelcome.[online]Forbes.com.Available:<https://www.forbes.com/sites/forbescoachescouncil/2017/12/13/promoting->

employee-happiness-benefits everyone/#6a82a014581a [Accessed 10 May 2018].

Your article library. (2018). Factors Influencing Job Satisfaction (With Diagram). [online]

Available:<http://www.yourarticlelibrary.com/hrm/jobs/factors-influencing-job-satisfaction-with-diagram/53312> [Accessed 7 May 2018].





## **APPENDIX**

**APPENDIX A:** Allen & Meyer's Organizational Commitment Questionnaire

**APPENDIX B** Minnesota Satisfaction Questionnaire (Msq)

**APPENDIX C** Organizational Citizenship Behavior Scale (Ocb)

**APPENDIX D** Job Diagnostic Survey

**APPENDIX E** ETİK

## APPENDIX A

### 1 Allen & Meyer's Organizational Commitment Questionnaire

I agree very much	Fairly agree	I agree a bit	No idea	A little disagree	Fairly disagree	I strongly disagree	Questions	Row
							I am very happy to spend the rest of my career in this organization	1
							I enjoy talking to people outside of the organization about my workplace	2
							I really feel that the problems of this organization are my own	3
							I think I can just as easily be interested in this organization as I am in another	4
							.At work, I don't feel like a member of my family	5
							I am not very interested in this organization emotionally	6
							For me, this organization has a lot of personal meaning	7
							I don't feel very attached to my workplace organization	8
							I have no fear of the consequences of quitting my current job without having access to another job	9
							It is difficult for me to quit my job right now	10
							If I decide to leave my workplace right now, my life will be severely disrupted	11
							Leaving the organization may be too costly and harmful for me right now	12
							At the moment, staying in my workplace is as much a necessity as it is a necessity of my own	13
							I feel less likely to find another job than to think of leaving the organization.	14
							One of the serious consequences of leaving this organization is the lack of other available work	15
							One of the main reasons I continue to work for this organization is that leaving it requires considerable sacrifice. Because the organization may no longer meet all the benefits that exist here	16
							I think today people are changing their organization or workplace too much	17

							I don't believe one should always remain loyal to his workplace	18
							In my opinion, changing the workplace is not unethical at all	19
							One of the main reasons I continue to work with this organization is that I believe loyalty is important. So I have to stay in the organization	20
							If I am offered a better job elsewhere, I consider leaving my workplace correct	21
							I have been taught the belief in the ethical value and loyalty of an organization	22
							Things were better when people stayed in the organization for most of their working lives	23
							It is no longer reasonable to want to be known as an organization's big fan	24

**Source:** Saatchi; Mahmoud. Kamkari; Kambiz. Askeran; Mahnaz. Psychological Examination. virayesh publication.

**APPENDIX B**


**MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ)**

←—————→					Questions	Row
5	4	3	2	1		
Completely agree	agree on	No idea	Against	Completely opposed	Compared to work, I feel that salaries and benefits are enough.	1
Completely agree	agree on	No idea	Against	Completely opposed	Compared to other employees in the office, my salaries and benefits are appropriate	2
Completely agree	agree on	No idea	Against	Completely opposed	In this office, the amenities are distributed fairly among the staff	3
Completely agree	agree on	No idea	Against	Completely opposed	My job is commensurate with my ability	4
Completely agree	agree on	No idea	Against	Completely opposed	Most of the time I feel happy to see my work	5
Completely agree	agree on	No idea	Against	Completely opposed	I enjoy my work more than my spare time	6
Completely agree	agree on	No idea	Against	Completely opposed	I feel I have independence and freedom in my work	7
Completely agree	agree on	No idea	Against	Completely opposed	In our department, career development depends on individual competence and ability	8
Completely agree	agree on	No idea	Against	Completely opposed	In our office, one is able to showcase one's abilities and talents	9
Completely agree	agree on	No idea	Against	Completely opposed	Department management believes in creating equal opportunities for staff development, believes and emphasizes	10
Completely agree	agree on	No idea	Against	Completely opposed	In this department, the staff has the feeling and spirit of working together	11
Completely agree	agree on	No idea	Against	Completely opposed	I feel satisfied that people in my workplace work with integrity and trust	12
Completely agree	agree on	No idea	Against	Completely opposed	The communication between the management and the staff in our department is written and formal	13
Completely agree	agree on	No idea	Against	Completely opposed	In this department, managers present problems to employees and involve them in decision-making	14
Completely agree	agree on	No idea	Against	Completely opposed	In this office, managers receive the information they need from the staff and make their own decisions	15

Completely agree	agree on	No idea	Against	Completely opposed	There is empathy and trust between the manager and the staff	16
Completely agree	agree on	No idea	Against	Completely opposed	The physical space and amount of ambient light in which I work is appropriate	17
Completely agree	agree on	No idea	Against	Completely opposed	The decoration and office equipment of the environment in which I work is appropriate	18
Completely agree	agree on	No idea	Against	Completely opposed	The cooling and warming of the environment in which I work is appropriate	19

## APPENDIX C

### ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE (OCBS)

I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	Questions	Row
						
5	4	3	2	1		
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I'm In helping my colleagues to perform their tasks effectively	1
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I help colleagues who have heavy work	2
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I have a great desire to help colleagues who are absent	3
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I always come in on time	4
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I always try to keep my work environment clean and tidy	5
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I always finish my work on time	6
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I complain a lot about trivial matters	7
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I am always looking for the shortcomings of the organization	8
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I object to any changes my manager makes	9
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I do not object to the tasks and tasks I have been assigned	10

I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I am fully aware of the development of my company	11
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I don't pay attention to the leaflets, messages, and posters that give information about my organization	12
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I attend and participate in meetings that deal with my organization's issues	13
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	I will be informed of any important work being done in my organization	14
I quite agree	I agree	Neither agree nor disagree	I disagree	I totally disagree	They consult with me on issues and issues that may affect the behavior or decisions of my colleagues and others	15

## APPENDIX D

### JOB DIAGNOSTIC SURVEY

very much	Much up to certain level	Low	very little	Questions	Row
<b>The nature of the task</b>					
				My job is set up so that my relationship with the mission of the organization is understandable to me	1
				I have almost complete responsibility for deciding how and when the work is to be done	2
				I have a chance to do a number of different tasks, using a wide variety of different skills and talents	3
<b>The importance of the task</b>					
				If done well, my job will affect many people	4
				My job has the ability to influence decisions that have a major impact on the organization	5
				My job is influenced by the daily success of the company	6
<b>Independence</b>					
				While doing my job, I have the opportunity to do my own work	7
				There is flexibility in my job to change working hours	8
				I am capable of acting independently of my supervisor in my job	9
<b>Feedback on Results</b>					
				My job provides me with feedback (information on how I did it and whether I did it right)	10
				My job provides me with the opportunity to get in touch with my supervisor and get to know them well	11
				I get feedback from my colleagues about my job performance	12
<b>Diversity of skills</b>					
				There's a lot of variation in my job	13
				By doing my job, I have the opportunity to work on many of my favorite projects	14
				My job provides me with the opportunity to use new technologies	15



## APPENDIX E ETİC



T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ  
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-020  
Konu : Pouria MOTALEBI Etik Onay Hk.

Sayın Pouria MOTALEBI

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 13.09.2018 tarihli ve 2018/17 sayılı kararıyla uygun bulunmuştur.

Bilgilerinize rica ederim.

**e-imzalıdır**  
Dr.Öğr.Üyesi Hüseyin KAZAN  
Müdür Yardımcısı

15/10/2019 Enstitü Sekreteri

NESLİHAN KUBAL

Evrakı Doğrulamak İçin : <https://evrakdogrula.aydin.edu.tr/enVision.Dogrula/BelgeDogrulama.aspx?V=BE843L4N1>

Adres:Beşyol Mah. İnönü Cad. No:38 Sefaköy , 34295 Küçükçekmece / İSTANBUL  
Telefon:444 1 428  
Elektronik Ağ:<http://www.aydin.edu.tr/>

Bilgi için: NESLİHAN KUBAL  
Unvanı: Enstitü Sekreteri





## **RESUME**

Name Surname: POURIA MOTALEBI

Place/Date of Birth:MIANDOAB-1991/12/16

E-mail: pouriamotalebi@outlook.com

### **Education:**

2010-2014 Payam Noor University-English Language and Literature Department

2018-2020 İstanbul Aydın University-Master, Business Administration Department

### **Work Experience:**

2015 - 2016 Administrative Manager ,Quarterly book review :information & communication. ISSN: 2423-5296

### **Languages:**

Azari : Native

Persian: Native

Turkish : Upper intermediate

English: Advanced

Spanish: Upper intermediate

### **Skills:**

-Communication, Teamwork, Problem Solving, Flexibility, Creativity

- Computer skills ( Microsoft Office ) and others

