

Surveying the Impact of Job Satisfaction on Employees' Citizenship Behavior

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ABSTRACT

The purpose of writing this paper is surveying the relationship between job satisfaction and its indices with organizational citizenship behavior. The results illustrate that there are positive and meaningful correlations between variables. Although no correlation was found between demographic characteristics with job satisfaction and organizational citizenship behavior.

Finally by fuzzy TOPSIS technique, job satisfaction indices were ranked which "Being fascinated with job", "Financial ability for purchase of luxurious goods" and "Intelligence and competence of manager" were chosen as the most important ones.

KEYWORDS: job satisfaction, organizational citizenship behavior, fuzzy TOPSIS.

1. INTRODUCTION AND PROBLEM STATEMENT

Job satisfaction has been considered as an important requirement for organizations that help to gain excellence in their operations. Job satisfaction includes the attributes and feelings which people have about their work. By extension, job satisfaction will mean meaningful or favorable attitudes towards one's job whilst a null or unfavorable attitude indicates job dissatisfaction.

Only satisfied people engage in discretionary or pre-social behaviors which are edifying to the effective functioning of the organization (Chiboiwa, 2011).

Job satisfaction therefore, plays an integral role in the achievement of organizational citizenship behavior. Organizational citizenship behavior can thus be defined as a behavior which is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of an organization. It involves people going an extra mile in the conduct of their duties that is imperative to the achievement of organizational goals and objectives (Chiboiwa, 2011).

Perception of organizational citizenship behavior and identification of its determining factors in Behnoosh company could contribute to higher effectiveness and efficacy of the procedure which leads to improve organizational performance (Nasiripour, 2011).

The main purpose of this study is to find the association of job satisfaction with organizational citizenship behavior (OCB). The current study therefore attempts to extend the existing literature by examining the effects of job satisfaction on OCB of employees working in Behnoosh Company (Iranian soft drink producer).

2. LITERATURE REVIEW

2.1. Job Satisfaction

One of the most comprehensive definitions of job satisfaction was explained as pleasurable or positive emotional state resulting from the appraisal of individual's job or job experience. Job satisfaction is referred to result of people perception of how well their job provides those things which are viewed as remarkable. Job satisfaction is the most important and frequently studied attitude in Organizational behavior field (Mitchell and Lasan, 1987).

Job satisfaction is referred to persons' viewpoint toward his/her job. Those who have are highly satisfied with their jobs, they have certainly positive viewpoint toward their jobs, while those who are dissatisfied with their jobs, their viewpoints toward their jobs are negative (Robbins, 1995).

Also three important characteristics were enumerated for job satisfaction:

- ✓ Job satisfaction is an emotional response to a job position which can not be seen, but it can only be inferred.

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- ✓ Job satisfaction is often measured by how well outcome meet or exceed expectations. For instance, if organization employees feel that they are working harder than others but are receiving fewer payments, rewards or salaries, they will probably have negative attitudes about their work, managers and even coworkers. On the other hand, if people feel they are being treated very well and are being paid equitably, they are likely to have positive view of their job.
- ✓ Job satisfaction illustrates several related attitudes that are most important characteristics of a job about which people have effective response. These are: the work itself, payments, promotion opportunities, supervision and coworkers (Tella *et al.*, 2007).

Undoubtedly organizations always seek to find ways for increasing the motivation of their labor force in order to improve their job performance and commitments. One technique can be increasing “job satisfaction” in employees. When an organization manages to increase it in its employees, it shall both attain its organizational goals and guarantee its future success (Stewart, 2004).

Job satisfaction is a means through which organization can acquire certain information from its employees; for example, their viewpoints, feelings and personal preferences and expectations (Chen 2007), as well as their interest to their jobs (Lambert *et al.*, 2007). This information enable managers to understand if their employees are satisfied with their jobs, their preferences and expectations are paid attention, the bonuses, extras, salaries and allowances payable to them are compatible with their efforts etc. (Tsai *et al.*, 2004).

When we talk about viewpoint we implicitly refer to job satisfaction; so these two terms may be used as synonyms (Berry, 1998). To remove stress and establish balanced position, employees can change their cognitions which sometimes they may deteriorate them. From motivation point of view, therefore, stress can be a source of motivation driving persons to act, regardless of the type of such action. This action is a separate topic in organizational behavior discussion which must be dealt with elsewhere (Sa’atchi, 1991).

There are two very important reasons for being concerned with job satisfaction:

1. Job satisfaction can lead to happier and more attractive life.
2. Job satisfaction contributes to other attitudes: family attitudes and the person’s job attitude (Ean, 2007).

Job satisfaction has been a long enduring wishes and desires of managers. As when people are satisfied overall costs begin to fall in some cases. It can be manifested in that people come at work on time and carry out their duties better which leads to increased productivity and efficiency (Douglas, 2004). Various studies found that when people are not satisfied with their jobs, they are not motivated to come at work on time, work incidents start to increase and the organization’s outcome shall not be satisfactory. Under such circumstances, disputes, quarrels, in compliance of laws and negligence shall increase to a maximum (Sadeghi Naeini, 1996).

Job satisfaction is not the thing which can be fulfilled quickly. It takes time to be created; while it takes no time to be destroyed. It is a subtle issue: sometimes everything may be ok for job satisfaction but a mere improper behavior affects dramatically and changes everything to zero (Shafi’ Abadi, 1996).

According to Herzberg (2003) job satisfaction can be achieved by using two factors theory: “motivation” and “hygiene”. Hygiene issues can minimize job dissatisfaction but do not cause job satisfaction. Hygiene factors include company policies, supervision, salary, interpersonal relations and working conditions. They are variables related to the worker’s environment. On the other hand, motivation factors intrinsic to the job and job content have the power to increase job satisfaction (Ean, 2007).

Job satisfaction illustrates a combination of positive or negative feelings which employees have towards their work. Meanwhile, when individuals employed in a business organization, brings with it the needs, desires, wants and experiences which determinate expectations they have dismissed. Also it represents the extent to which expectations are and match the real awards. Job satisfaction is closely related to which people behavior in the work place (Aziri, 2011). Job satisfaction is considered as a complex and multifaceted concept which can have different meanings for different employees. Job satisfaction is usually related to commitment, performance and motivation, but the nature of this relationship is not absolutely clear. Job satisfaction is more of an individuals’ attitude, an internal state. It could, for example, be related with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

In the current research, job satisfaction illustrates feelings which appear as a result of the perception that the job enables the material and psychological needs or desires (Aziri, 2008).

2.2. Organizational citizenship behavior (OCB)

The term "Organizational citizenship behavior" was introduced by Organ *et al.* (1988) at the first time. OCB includes some behaviors which are not an enforceable need 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 (Farahbod *et al.*, 2012). OCB is a beneficial behavior which is not formally rewarded and could not be improved by the organization in terms of formal

role expectations or job requirements (Farahbod et al, 2012). Organizational citizenship behaviors are employees' behaviors which are discretionary and or not directly recognized by the formal reward system and promote the effective functioning of the organization (Organ et al, 2006). It is an individual's useful and cooperative behavior which facilitates the lubrication of the social machinery of the organization, decreases friction, enhance flexibility, and leads to more efficiency (Smith et al, 1983). OCB has been broadly applied in the previous researches as it has been found to influence the overall organizational effectiveness. It is also known as extra-role behavior that is the act of performing beyond the stated job requirements. Subordinates impulsively go beyond the employment contract and carry out non-obligatory activities without expecting rewards and recognition. So, understanding the determining conditions and reasons which lead to such behaviors is instrumental to yield an insight into when and how these actions happen (Yaghoubi et al, 2010). Obeying organizational rules and regulations, helping colleagues, and not looking for faults with what the organization is doing are some of the employee behaviors which are reflecting OCB. Extra-role behaviors enhance the productivity which is necessary for all organizations (Mohsan et al, 2011). OCB results in higher organizational performance through increasing employees and managers' productivity, freeing resources up from maintenance functions, promoting cooperation and integration between team members and across work groups, improving the organization's ability to adapt to environmental changes (Podsakoff et al, 2000). The employees, who behave citizenly at their organizations, will do tasks which are more than what they are supposed to do. As it mentioned, they do not ask for reward for doing all the extra tasks, yet will be happy enough seeing their organization succeed (Yahaya et al, 2011).

2.3. The relationship between job satisfaction and organizational citizenship behavior

Strong and positive relationship between organizational citizenship behavior and job satisfaction have found by lots of researchers (Bateman & Organ, 1983; Lee & Allen, 2002; MacKenzie et al, 1998; Moorman, 1993; Morrison, 1994; Organ & Konovsky, 1989; Smith et al., 1983; William & Anderson, 1991). Becker and Billings (1993) believe each employee received two organizational citizenship behavior scores: one self-reported rating and one score generated by the manager. As there were not any significant differences between the two OCB ratings, the scores were combined to produce an overall organizational citizenship behavior score which yielded a positive relationship between organizational citizenship behavior and job satisfaction (Mohammad et al, 2011). The relationship between job satisfaction and organizational citizenship behavior is derived in the belief that because of a reciprocal exchange relationship it is only highly satisfied employees are likely to engage in organizational citizenship behavior. A strong social exchange relationship between managers and employees will help maintain positive working relationships and would lead to some outcomes like job satisfaction, organizational commitment and trust (Chiboiwa et al, 2011).

2.4. Conceptual framework and hypotheses

By reviewing the literature, the conceptual model below was selected as base of the current research. This model measures the effect of employees' job satisfaction on their organizational citizenship behavior. In this model, job satisfaction (including work itself, payment, promotion, supervision and coworkers) is Independent variable and organizational citizenship behavior (consist of altruism, conscientious, sportsmanship, courtesy and civic virtue) is the dependent variable.



Chart 1: Conceptual framework of research (Chiboiwa et al, 2011; Robbins, 1997)

- 1. There is positive and meaningful relationship between job satisfaction and organizational citizenship behavior.
- 1-1- There is positive and meaningful relationship between work itself and organizational citizenship behavior.
- 1-2- There is positive and meaningful relationship between payment and organizational citizenship behavior.

- 1-3- There is positive and meaningful relationship between promotion and organizational citizenship behavior.
- 1-4- There is positive and meaningful relationship between supervision and organizational citizenship behavior.
- 1-5- There is positive and meaningful relationship between coworkers and organizational citizenship behavior.

3. RESEARCH METHODOLOGY

Society for this research is 126 people who work in Behnoosh Company (soft drink producer Co). This number seems to be adequate, so no sampling strategy was utilized. The current study is considered as a descriptive survey if to view from data collection aspect and is an applied research if to investigate the goals of the research. For gathering the data library method (to refer to books, articles, theses and etc) and fieldworks (questionnaire) was being applied. Two questionnaires were designed for measuring job satisfaction and Organizational citizenship behavior; 28 questions in job satisfaction, and 22 questions in job satisfaction and then distributed within the samples. Distributions of each variable were presented in table 1:

Table 1: Distribution of variables questions

Number of questions	Organizational citizenship behavior	Number of questions	Job satisfaction
6	Altruism	6	Work itself
5	Conscientious	6	Payment
4	Sportsmanship	7	Promotion
3	Courtesy	4	Supervision
4	civic virtue	5	Coworkers

To analyze the data SPSS 17 and Kolmogorov-Smirnov, Spearman, Chi-square tests and fuzzy TOPSIS technique were utilized. The management experts were being asked to evaluate the questionnaires validity. For this purpose, the questionnaires were given to some professors and experts in management, and after their modifications were being utilized and they confirmed it, the questionnaires were given to the samples. For determining the questionnaires' reliability, the 'Cronbach Alfa technique' was utilized. For this purpose, 30 people were chosen by random (from the samples) and the questionnaires were given to them. The 'Cronbach Alfa' values for the questionnaires were calculated 0.88 and 0.92 for job satisfaction and organizational citizenship behavior accordingly.

Fuzzy situation is a kind of decision making space in which collected data is almost ambiguous. Ambiguous data does not have specified limitation and is defined as fuzzy data. Therefore decision making in base of the mentioned data is recognized as decision making in fuzzy condition. Fuzzy TOPSIS is a new technique in which decision making process will lead to accurate results in uncertainty situation. As the results of utilizing Fuzzy TOPSIS technique are more accurate than traditional ones (Mirzaei, 2010), so in the current paper Fuzzy TOPSIS technique was applied to prioritize job satisfaction indices.

3.1. Fuzzy TOPSIS technique

Decision making process steps by fuzzy TOPSIS technique are shown below (Hwang and Yoon, 1981):

Step 1: calculating weights vector $w \sim j$

$$\tilde{R} = \left[\tilde{r}_{ij} \right]_{m \times n} \tag{1}$$

Normalizing the calculated matrix

$B \subseteq \{1, \dots, n\}$ is related to benefit-based indices and $C \subseteq \{1, \dots, n\}$ is related to cost-based indices.

$$\tilde{r}_{ij} = \left(\frac{a_{ij}}{d_j^*}, \frac{b_{ij}}{d_j^*}, \frac{c_{ij}}{d_j^*}, \frac{d_{ij}}{d_j^*} \right), \quad j \in B \tag{2}$$

$$\tilde{r}_{ij} = \left(\frac{a_j^-}{d_{ij}^-}, \frac{a_j^-}{c_{ij}^-}, \frac{a_j^-}{b_{ij}^-}, \frac{a_j^-}{a_{ij}^-} \right), \quad j \in C \tag{3}$$

Step 2: so normalized weighted matrix is calculated as formula 4:

$$\tilde{V} = \left[\tilde{v}_{ij} \right]_{m \times n}, \quad i = 1, 2, \dots, m, \quad j = 1, 2, \dots, n \quad \tilde{v}_{ij} = \tilde{r}_{ij} \otimes w \sim j \tag{4}$$

Step 3: determining the fuzzy positive ideal solution \tilde{v}_j^* (FPIS) and fuzzy negative ideal solution \tilde{v}_j^- (FNIS) (formulas 5, 6):

$$\tilde{v}_j^- = \begin{cases} \min_{i=1, \dots, m} \tilde{v}_{ij} ; j \in B \\ \max_{i=1, \dots, m} \tilde{v}_{ij} ; j \in C \end{cases} \quad (5) \quad \tilde{v}_j^* = \begin{cases} \max_{i=1, \dots, m} \tilde{v}_{ij} ; j \in B \\ \min_{i=1, \dots, m} \tilde{v}_{ij} ; j \in C \end{cases} \quad (6)$$

$$FNIS = \{\tilde{v}_j^- | j = 1, \dots, n\} \quad FPIS = \{\tilde{v}_j^* | j = 1, \dots, n\}$$

Step 4: calculating the alternatives from positive and negative ideal by applying formulas 7, 8 and 9:

$$D(\tilde{a}, \tilde{b}) = \sqrt{\frac{1}{4} [(a_1 - b_1)^2 + (a_2 - b_2)^2 + (a_3 - b_3)^2 + (a_4 - b_4)^2]} \quad (7)$$

$$d_i^* = \sum_{j=1}^n d(\tilde{v}_{ij}, \tilde{v}_j^*), i = 1, \dots, m \quad (8)$$

$$d_i^- = \sum_{j=1}^n d(\tilde{v}_{ij}, \tilde{v}_j^-), i = 1, \dots, m \quad (9)$$

Step 5: Calculating the relative closeness to the ideal solution:

$$Cc_i = \frac{d_i^-}{d_i^- + d_i^+} \quad (10)$$

4. DATA ANALYSIS AND DISCUSSION

4.1. Kolmogorov-Smirnov test

To survey statistical society normality, Kolmogorov- Smirnov test was applied which its results are shown in table 2:

Table 2. Kolmogorov-Smirnov test result

Variables	N	Sig
Job satisfaction	126	0.032
Work itself	126	0.025
Payment	126	0.039
Promotion	126	0.014
Supervision	126	0.028
coworkers	126	0.008
Organizational citizenship behavior	126	0.011

As all variables are less than research error (0.05), so normality of statistical society is rejected. So for analyzing data, some nonparametric tests were utilized.

4.2. Spearman test

To survey the relationship between variables, we used Spearman test. The results of using this test are presented in table 3:

Table 3: the correlation between job satisfaction and OCB

Correlation	Spearman r	P-Value	Test result
Job satisfaction and OCB	0.51	0.000	H ₀ hypothesis is rejected
Work itself and OCB	0.48	0.000	H ₀ hypothesis is rejected
Payment and OCB	0.41	0.000	H ₀ hypothesis is rejected
Promotion and OCB	0.56	0.000	H ₀ hypothesis is rejected
Supervision and OCB	0.54	0.000	H ₀ hypothesis is rejected
Coworkers and OCB	0.45	0.0000	H ₀ hypothesis is rejected

As table 3 shows, there are positive and meaningful correlations between job satisfaction and its indices with organizational citizenship behavior.

4.3. Chi-square test

Chi-square test was utilized to survey the relationship between demographic characteristics of statistical society with their job satisfaction and organizational citizenship behavior.

Table 4: Results of using Chi-square test

Independent Variable	Dependent Variable	P-Value	Standard Error	Results
Age	Job satisfaction	0.293	0.143	Rejected
Gender	Job satisfaction	0.117	0.126	Rejected
Educational level	Job satisfaction	0.226	0.208	Rejected
job experience	Job satisfaction	0.218	0.118	Rejected

Table 4 shows that no relationship was found between employees' demographic characteristics and their job satisfaction.

Table 5: Results of using Chi-square test

Independent Variable	Dependent Variable	P-Value	Standard Error	Results
Age	OCB	0.321	0.421	Rejected
Gender	OCB	0.256	0.445	Rejected
Educational level	OCB	0.217	0.127	Rejected
Job experience	OCB	0.329	0.253	Rejected

Also table 5 shows that no relationship was found between employees' demographic characteristics and their organizational citizenship behavior.

4.4. Fuzzy TOPSIS technique

In real-word situation, because of incomplete or non-obtainable information, the data (attributes) are often not so deterministic, there for they usually are fuzzy /imprecise. So, we try to extend TOPSIS for fuzzy data to categorize the driving factors affecting on Iran carpet industry compatibility. Linguistic variables for the important weight of each criteria are shown in table 6:

Table 6: Linguistic variables for the importance weight (Chen, 2000)

Very Low	VL	(0, 0, 1, 2)
Low	L	(1, 2, 2, 3)
Medium Low	ML	(2, 3, 4, 5)
Medium	M	(4, 5, 5, 6)
Medium High	MH	(5, 6, 7, 8)
High	H	(7, 8, 8, 9)
Very High	VH	(8, 9, 10, 10)

To rank job satisfaction indices, fuzzy TOPSIS technique was applied instead Friedman test. By applying formulas 8, 9 and 10, positive and negative ideal solutions, closeness index and final ranks of variables were calculated. The results are shown in table 7:

Table 7: Positive and negative ideal solution, closeness index and final ranks

Variables	D_i^+	D_i^-	Cc_i	Rank
Clarity of tasks	1.215216555	1.532832059	0.557789281	12
Extent of routine tasks	1.913643807	1.260707941	0.397154456	22
Being Proud of job	1.127710307	2.029051091	0.642763527	6
Satisfaction with job in organization	1.835210894	1.249021197	0.404969911	21
Being fascinated with job	0.856005585	2.288229705	0.727753967	1
Boringness of job	1.005040633	2.120668373	0.678459949	3
Intelligence and competence of manager	1.220774616	1.965920053	0.616915098	7
Extent of interference of supervisor	1.542057572	1.623808724	0.51291134	15
Feedback to personnel	2.112309029	0.969708463	0.314634315	25
Flexibility of managers	2.118975856	0.978196583	0.315835363	24
Enjoy methods of management	1.097374949	2.03515111	0.649683697	5
Stimulating the personnel	1.276223301	1.845888782	0.591230786	11
Attractiveness of colleagues	2.383281699	0.675440178	0.22082432	27
Extent of unofficial relations of colleagues	1.219374419	1.886243404	0.607364947	10
Sense of responsibility of colleagues	2.12680017	0.938322725	0.306128908	26
Loyalty of colleagues to the organization	2.594971302	0.508195834	0.163766827	28
Speed of action and activity of the colleagues	1.38067957	1.704409128	0.552466815	13
Intelligence of colleagues	1.711991293	1.450554505	0.458666719	17
Promotion based on capability	1.640611845	1.4466432	0.468585581	16
Job conditions for promotion	1.200049093	1.944508254	0.618372648	8
Helpfulness of job for promotion	2.033844778	1.039295749	0.338186861	23
Desirability of promotion system	1.8045352	1.274223048	0.413875643	20
Job security	1.032408242	2.068556657	0.667068711	4
Sufficiency of job for expenses	1.806750091	1.304887724	0.419357201	19
Proportionate payment for personnel	1.522220987	1.617374896	0.515153847	14
Financial ability for purchase of luxurious goods	0.960069456	2.153099494	0.69161023	2
Appropriateness of coefficients for calculation of salary	1.186970126	1.903587514	0.615936584	9
Clarity of tasks	1.707606559	1.385797257	0.447984595	18

Table 7 show the variables final ranks in which “Being fascinated with job”, “Financial ability for purchase of luxurious goods” and “Intelligence and competence of manager” were selected as the most important variables. Meanwhile “Attractiveness of colleagues”, “Loyalty of colleagues to the organization” and “Sense of responsibility of colleagues” were placed at the last levels.

5. CONCLUSION AND SUGGESTIONS

5.1. Conclusion

The current research with the purpose of studying the influence of employees’ job satisfaction on their organizational citizenship behavior was done in a society includes 126 people of Behnoosh Company.

For measuring job satisfaction, 5 dimensions include “work itself”, “payment”, “promotion”, “supervision” and “coworkers” were considered. Meanwhile to measure organizational citizenship behavior “Altruism”, “Conscientious”, “Sportsmanship”, “Courtesy” and “civic virtue” were selected as 5 dimensions.

First of all using Kolmogorov-Smirnov test showed the statistical society is a normal one, so some non parametric tests were utilized to survey hypotheses.

The results of applying Spearman test illustrated that there are positive and meaningful correlations between job satisfaction and its dimensions with organizational citizenship behavior.

Also the results of Chi-square test showed no correlation was found between employees’ demographic characteristics and their job satisfaction and organizational citizenship behavior.

Finally by utilizing a new technique –fuzzy TOPSIS- job satisfaction indices were prioritized in which “Being fascinated with job”, “Financial ability for purchase of luxurious goods” and “Intelligence and competence of manager” were chosen as the top ones.

5.2. Suggestions in base of Spearman test

All dimensions of job satisfaction were related to OCB, so the suggestions can be described as:

Work itself: To make better work, manager are suggested that create an attractive and interesting job proportional with employees’ skills and talent to enhance organizational citizenship behavior more and more.

Payment: Fairly distributing organizational outcomes (like rewards, salaries, wages and etc) among the people and paid appropriate salaries and rewards.

Promotion: Designate the people in the situations with their related expertise, skills, experience and knowledge to make promotion opportunities for all of them.

Supervision: Applying management and leadership style which support the employees especially transformational leadership, making supporting culture to motivate the people are other suggestions to blurt organizational citizenship behaviors.

Coworkers: Setting the people with the complementary expertise, skills and experience and of course similar ethical characteristics in the same department will lead to more job satisfaction and finally eventuate more organizational citizenship behavior.

5.3. Suggestions in base of fuzzy TOPSIS technique

As “Being fascinated with job”, “Financial ability for purchase of luxurious goods” and “Intelligence and competence of manager” were selected as the top indices, we can claim that managers are able to make a work place full of faith and trust and making the payment more than other organizations, make the employees satisfied more than before and lead to divulge more organizational citizenship behavior.

5.4. Limitations

- ✓ No cooperation from samples side which researcher had to distributed questionnaire more than once.
- ✓ Lack of literature background about “the relationship between job satisfaction and citizenship behavior”.

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