

Review Article

The Role of Job satisfaction and Organizational Commitment as a Determinant of Organizational Citizenship Behavior among the Workers of Welfare Organization

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Abstract - The purpose of this article was to investigate the role of job satisfaction and 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 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, 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.

The variables of job satisfaction, organizational commitment, autonomy, and payment system significantly explain the variance of employees' organizational citizenship behavior variable.

Keywords - Gender, Job Satisfaction, Organizational Citizenship Behavior, Organizational Commitment, Gendered Jobtype.

I. 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 a fully developed information-based era. (Teo, 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 contribution of management in the 20th century was 50 years increase in the production of 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 create 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.

Therefore, from an employment relations outlook, it is very important to understand and realize the factors that influence knowledge workers' performance. Moreover, more than forty years ago, a researcher who was Katz (1964), recognized two aspects and features 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 delivers 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, which mentions 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 were George Herbert, but he did not explain the clear meaning of the role.

II. LITERATURE REVIEW

A. Job Satisfaction

Most of the researchers have focused and paid more attention to job satisfaction. It is one of the themes in organizational behavior that studies have more than another topic in organizational behavior literature and based on (Ghazzawi2008) up to 1990s, more than 12000 studies and research were published.

One of the reasons is that job satisfaction affects different types of behavior, and it affects the welfare of staff. (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 the literature. The significance and importance of the source of work fulfillment for management and psychologist researchers are different. Kreitner and Kinicki (2007) pointed out that "researchers appraise that 30% of an

employee's work fulfillment is related with dispositional and hereditary components" (p. 212).

Based on individual innate dispositions shows that if an employee has changed his or her job and employer, the job satisfaction is stable again. By using a longitudinal database, Staw and Ross (1985) found that work fulfillment was steady over a five-year period of time indeed in spite of the fact that the representatives changed bosses and occupations. There is one study that circumstance factors like characteristics of the work, management practices, pay, tenure, work conditions, relations with coworkers, and opportunities that work gives can be seen in highlights.

For illustration, inherently fulfilling assignments, which give a sense of obligation, acknowledgment, headway, great supervision, adaptability, and work security, progress work fulfillment, whereas unjustifiable treatment, obnoxious physical working conditions, and schedule assignments diminish work fulfillment. Within the case of the nonattendance of work, fulfillment worker turnover and non-appearance may increment (Koys, 2001; Mossholder, Settoon, & Henagan, 2005).

In most inquire about and ponders, the association between OCB and work fulfillment has been checked and assessed within the writing and work fulfillment that proposes a solid indicator of OCB (Moorman, Niehoff, & Organ, 1993; Farh, Podsakoff, & Organ, 1990).

One study by Barnard (1938) that he shows that tend to help and cooperate in one organization and system affected work fulfillment. Besides, the length of work fulfillment appears a positive temperament state, fulfilled workers, who lock-in and take part 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 is truly stronger than other inquires that appear the connection between execution and work fulfillment. Concurring to Bateman and Organ (1983), the frail relationship between work fulfillment and execution was due to the limited definition of execution, such as the quality and amount of 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 have 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 work fulfillment and OCB is unclear, there's an extraordinary deal of inquiring about that proposes a positive critical relationship between OCB and work fulfillment.

B. 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 performance at work, unavailability, and revenue.

This could be because dedicated workers are often seen as the institution's successful and loyal people who are less interested in taking off their companies. For example, Meyer and colleagues' meta-analysis (2002) disclosed that the three elements of organizational dedication (i.e., affective, prescriptive, and ongoing dedication) were significantly correlated with revenue).

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 & Zajac, 1990). Institutional dedication has been observed with curiosity since its association with an array of positive outcomes in 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):

Recognition and commitment of institutional goals and values, passion for organizational excellently-being and a deep desire to remain with the company.

On the other hand, the methodical structure of the organizational dedication is defined as "a supplementary phenomenon that occurs over time as part of individual-organizational transfers and adjustments inside bets or undertakings" (Hrebiniak & Alutto, 1972, p. 556). Under this perspective, the cycle of thinking that ties an individual to an institution is the opportunity costs, the theories that the person and the company created for themselves.

Given the distinction between behavioral and methodical institutional 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 affiliation with an institution and identifiable facts can influence the degree of misery associated with quitting the company. O'Reilly and Chatman (1986) defined institutional engagement as "the psychological attachment felt for the institution by a person; it represents the extent to which the person overanalyzes or accepts the organization's features or perspective." (p. 493).

Affected by O'Reilly and Chatman (1986), Allen and Meyer (1990) recognized three aspects of organizational engagement that represent entirely different psychosocial environments, which dictates whether or not the employee should remain with the institution. (Lee, Allen, Meyer, & Rhee, 2001). Hackett and coauthors' analysis (1994) accepted the presence of the three-component template of Allen and Meyer (1990).

The first aspect is called emotional involvement. This aspect is based on the dedication identified by the United Nations institution Kanter (1968) as a willingness level of energy associated with allegiance to the organization and "connection of a person's affectivity account to the community" (p. 507).

Allen and Meyer outlined out energetic and cracking commitment as an effective and enthusiastic association to the organization such the capably committed individual recognizes with, is concerned in, and increases in value cooperation inside, the organization.

One study by Jaros and associates (1993) that can be clear is that the level and standard of one person and individual psychologically pin to one company through loyal feeling and sense, affection, amenity, sympathy, pleasure, and contentment. (p. 954).

“Side-bet theory” by Becker (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 indicator is the dedication to regulations. This element of dedication is centered on the belief of the workforce about his / her duty towards the company. The staff member feels that due to ingrained prescriptive conditions, he/she is required to remain with the institution. It is claimed that moral loyalty is predicated on the idea of a fairly chosen expenditure that the organizations are building up and that it is difficult for the employees to return the favor, in the case of a normative engagement, the psychological agreements (i.e., the connection between the staff associate degree institution) between the institution and an employee that stop.

There may be three major counterparts of institutional participation, according to Steers (1977). First, specific-demographic factors such as the need for achievement, age, tenure, and schooling might verify dedication. Job features such as task status, human interaction possibilities, and suggestions are advised to impact engagement to boot (Wiener, 1982).

Finally, the character and also the performance of the work experience throughout the career of the employee are urged to affirm his / her contribution to the system. Associated with professional experience, a system of consistency and confidence, and expectations of non-public value and organizational resources and incentives received by the institution are possible histories of dedication

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 plan dramatically predicted system involvement to various levels.

Prescriptive engagement is rooted in society and culture. Normative participation is considered to be a key indicator of systemic consequences in collectivist societies, such as a lot of involvement in OCBs and lower turnover motives (Yao & Wang, 2008).

C. Organisational Citizenship Behavior

One research by Organ and Bateman in 1983 demonstrates "citizenship" as behavior and facilitates the social machinery of organization and explains 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, one research by Barnard (1938) shows that if one organization want to reach an organizational target, all employee should be willing to cooperative system. Later on, studies by Katz (1964) and Katz and Kahn (1966) explained that for successful operation and running of the organization, productiveness and cooperative behaviors besides traditional job requirements are necessary. Katz (1964) clarifies three sorts of behaviors that are critical for an organization to be effective and superior execution.

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 changes 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 unconstrained behaviors are necessary to dominate such settings and keep on working viably.

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.

First of all, Katz and Kahn (1997) tried to introduce and explain the core task behaviors or IRB. But in detail, these behaviors are based on one part of the job and demonstrated by the organization's formal compensation frameworks.

Extra role behavior can be labeled as organizational citizenship behavior that's not recognized and accredited by the formal compensation framework. 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 is defined as "behavior that attempts to benefit the organization, and that goes beyond existing role expectations" (Organ, Podsakoff and MacKenzie, 2006, p.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 the organization while succeeding in organizational goals.

III. METHODOLOGY

This section looks at the methodology and how it is performed. In fact, first, the research design, the statistical population, and the research sample and sampling method

are proposed. In the following, we introduce the measuring tools, their validity and reliability, the method of conducting the research, and the methods of data analysis.

The research method used in this study is based on fundamental research and is based on the method of data collection, and how to collect data is survey-based. In fact, according to the research goals and hypotheses, the present study was a descriptive-correlational one in which the relationships between variables were investigated.

The statistical population of this study includes all the staff of the Welfare Organization of West Azerbaijan Province, which is 420 people. The statistical sample is selected by random sampling. In this study, 210 people were randomly selected from all cities and from each city, based on the Cochran table.

In this study for measurement, we use multiple surveys like the Organizational citizenship behavior scale (OCB) and test of Hackman and Oldham's job characteristics survey.

A. Allen And Meyer Organizational Commitment

If we want to explain each measurement one by one, we can start from 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 questions, 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 receive a 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.

B. Minnesota Satisfaction Questionnaire (Msq)

And if we want to talk about the Minnesota satisfaction questionnaire (MSQ), it has 19 questions, and its goals are to analyze 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 proper 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 was 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 a positive effect 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). 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 laypeople 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 administered separately or individually.

C. Test Of Organizational Citizenship Behavior (Ocb)

The organizational citizenship behavior questionnaire of Oregon and Kanovsky includes 15 items and dimensions:

Altruism, conscience, chivalry, civil behavior, literacy, and consideration. If we want to describe organizational behavior, Podsakoff 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 with and converses 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 means one employee helps 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 a positive light.

D.Data analysis method

The present research is 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 manipulated, and 114 completed questionnaires were used. The data were then entered into SPSS software and analyzed by descriptive and inferential statistics.

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 of regression.

IV. RESULTS AND DISCUSSIONS

In this part, raw data obtained from research tools were 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 order to provide a clearer picture of the research findings, the demographic characteristics of each sample person are presented.

Table 1. Descriptive indexes related to the gender of the subjects

Percentage	Abundance	Indicator Variable	
63.4	123	Female	Sex
36.6	71	Man	
100	194	Total	

Table 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 female workers in welfare organizations, West Azerbaijan province.

Table 2. Descriptive indexes related to the age of the subjects

STANDARD DEVIATION	AVERAGE	INDEX VARIABLE
8.43	39.84	AGE

Table 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 3. Descriptive indexes related to the level of education

Percentage	Abundance	Education level
4.1	8	Under the general diploma
10.8	21	Diploma
29.9	58	Associate Degree
39.7	77	Bachelor
15.5	30	Master's degree
100	194	Total

Table 3 shows the frequency and percentage of subjects' education. According to the data presented in Table 5.3, most of the participants in the study have a bachelor's degree (39.9%).

Table 4. Descriptive indicators related to the marital status of the subjects of the research

Percentage	Abundance	Marital status
25.3	49	Single
74.7	146	Married
100	194	Total

Table 4 shows the frequency and percentage of the marital status of subjects. According to the information in Table 5.4, most of the participants in the research (74.7%) are married.

Table 5. Descriptive indexes related to Employees experience

Percentage	Abundance	Years of experience
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 5 shows the frequency and percentage of Employees' experience. According to the data presented in Table 5.6, most of the participants in the research (27.8%) have experience of 20 years.

A. Inferential Findings

Hypothesis 1: There is a connection between employee satisfaction and gratification with the welfare employees' organizational citizenship behavior 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 6.

Table 6. Pearson correlation coefficients between job gratification 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<.01

Table 6 shows that the relationship between the 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 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. The bond between the payment system (r=0.011, P>0.05) and organizational citizenship behavior was not meaningful. Therefore, the hypothesis of research based on the bond between job satisfaction and organizational citizenship behavior of welfare workers in West Azerbaijan province is confirmed.

Hypothesis 2: There is a connection between organizational commitment and welfare workers' organizational citizenship behavior 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 7.

Table 7. Pearson correlation coefficients between organizational commitment with organizational citizenship behavior

Organizational citizenship behavior	Variables
r=0.308**	Organizational Commitment
r=0.22**	Normative
r=0.162*	steady
r=0.254**	Emotional

The contents of Table 7 show that the relation of the 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 Azerbaijan province is positive and meaningful.

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

Hypothesis 3: Gender, job characteristics, job satisfaction, and organizational commitment to predict the organizational citizenship behavior of welfare workers.

A stepwise regression analysis 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 8. Regression analysis of the criterion variable based on scores of predictive variables

Estimated standard deviation	R ² Adjusted	R ²	R	Model
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 are in Table VIII. show that the job satisfaction variable accounts show and are 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 independent 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.

Table 9. Predicting the variability of organizational citizenship behavior on predictor variables

Sig	t	β	standard error	B	Variables	Model
001.0	762.4	325.0	045.0	214.0	Job Satisfaction	1
001.0	76.3	26.0	046.0	171.0	Job Satisfaction	2
001.0	41.3	236.0	035.0	12.0	Organizational Commitment	
001.0	911.3	264.0	045.0	174.0	Job Satisfaction	3
001.0	87.3	264.0	035.0	134.0	Organizational Commitment	
002.0	12.3	205.0	13.0	406.0	Independence	
001.0	76.4	387.0	054.0	256.0	Job Satisfaction	4
001.0	431.3	234.0	035.0	119.0	Organizational Commitment	
002.0	168.3	205.0	128.0	406.0	Independence	
009.0	632.2	206.0	124.0	326.0	Payment system	

The coefficients b indicated in Table IX. 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 the standard deviation of 0.387

The standardized coefficient for the 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 ($\beta = 0.205$) 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 gratification, organizational dedication, independence, also the payment system significantly and meaningfully differentiate the variance of the organizational citizenship behavior of employees.

V. CONCLUSION

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

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 the 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 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 employees and individuals with a high level of affective commitment continue to work for an organization.

In addition, by observing (Yao and Wang, 2008:247), the workers who receive favorable and rewarding actions and care from their institution may experience a positive and more responsible reciprocating to the organization that all this research leads to one conclusion that is that we can see a connection among job engagement and OCB.

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