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Relationship between Job Satisfaction and Organizational Citizenship Behavior in the National Company for Distribution of Electricity and Gas

Berbaoui Kamel   Boudkhil Mohmmed El Amine   Mokaddem Abdeljalil
Faculty of economic and commercial sciences, management, Bechar University - Algeria
Address: 5c25 street adrari AEK debdaba bechar 08000 – Algeria

Abstract
This study aims to identify the relationship between job satisfaction and organizational citizenship behavior in the National Company for distribution of electricity and gas, and also aims to identify the dimensions of organizational citizenship behavior from the theoretical side, and the relationship of each specific determinants of job satisfaction on organizational citizenship behavior through data entry in the computer and processed statistically using statistical software (SPSS).
Keywords: job satisfaction, organizational citizenship behavior (OCB).

Introduction
Job satisfaction is one of the important regulatory concepts, and that every organization that seeks to achieve So then the workers, and for this growing interest in leading organizations and the human element seen as an asset of its assets because of its significant impact on the efficiency and effectiveness.

In contrast, we find that modern organizational concepts are also the concept of organizational citizenship behavior, given the positive effects of organizational citizenship behavior both at the corporate level, or the individual, or work groups, several private and government organizations working in the adoption of its members for this behavior.

Objectives of the study
1. Knowledge of the relationship between each of the specific determinants of job satisfaction and organizational citizenship behavior.
2. Knowledge of the relationship between job satisfaction and organizational citizenship behavior.
3. Know the dimensions of organizational citizenship behavior.
4. Determine the level of job satisfaction and organizational citizenship behavior so workers in the national company for the distribution of electricity, gas

PART 1: METHODOLOGY OF THE STUDY
Research Hypotheses:
The study is based on the following hypotheses:
- There is significant relationship between comfort at work and organizational citizenship behavior
- There is significant relationship between Challenges at work and organizational citizenship behavior.
- There is significant relationship between Material reward and organizational citizenship behavior.
- There is significant relationship between Relationship with colleagues and organizational citizenship behavior.
- There is significant relationship between Promotion at work and organizational citizenship behavior.
- There is significant relationship between Job satisfaction and organizational citizenship behavior(**the main hypothesis**)

The study population and Methodology
The study population consisted of workers National Company for the distribution of electricity and gas (sonelgaz) in the state of Bechar.

The study is an explorative analytical one which used the systematic data collection and analysis to conclude findings. 140 questionnaires have been distributed to all employees who are able to answer. 126 valid for analysis questionnaire were recovered. These forms represented the population and sample of the study

Data Collection Method
The study tool is a two-part questionnaire designed by the researcher, The first part consists of three questions containing demographic information of personnel, The Second part consist of 49 questions which used for analysis of hypotheses.

All the items were measured using five-point Likert scale ,five points for "**Strongly agree**", four points

for **"Agree",** three points for **"Undecided"**, two points for **"Disagree",** and one point for **"Strongly disagree**".

Data Analysis Methods:
- Descriptive statistical techniques to describe the characteristics of the study sample using percentages and frequencies.
- **"Five - Point-Likert Scale"** .
- The statistical package (SPSS) is used for analyzing data and general information.
- Simple linear regression, and multiple regression, and correlation coefficient and interpretation.

Research Model:
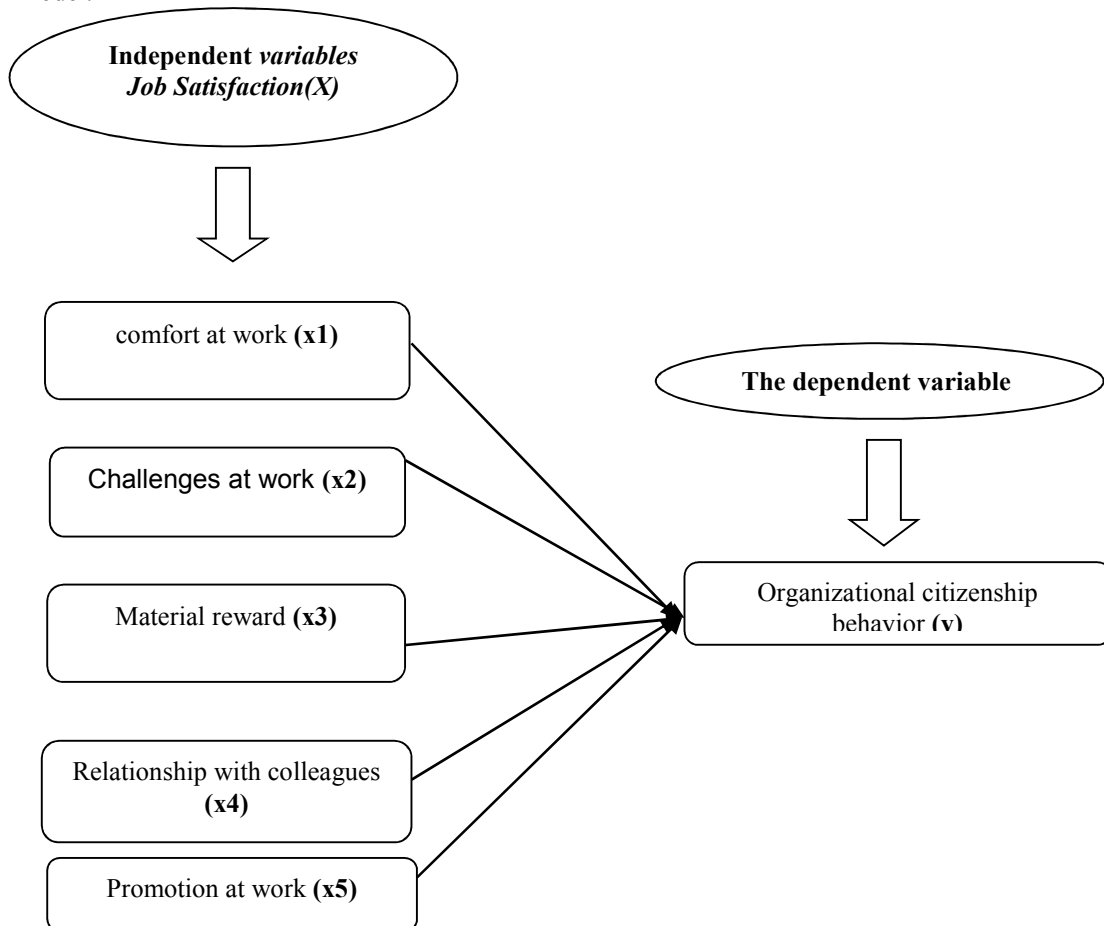
Figure 1. The Conceptual Framework of the Research

Figure 1 shows the search form for this study. Framework is supposed to five determinants of job satisfaction is " comfort at work, Challenges at work, Material reward , Relationship with colleagues
, and Promotion at work. In fact, the main objective of this study is to identify the relationship these circumstances determinants of organizational citizenship behavior.

PART 2: THEORETICAL BACKGROUND
1. Concept of job satisfaction
Job satisfaction has been defined by many scholars, and the main definition is the differences that exist between the expectations about the job, and the actual attribute of the job (Heslop et al, 2002). Locke (1969, p. 317) is one of the scholars who defined job satisfaction by mentioning that; job satisfaction is the pleasant feelings that results from the appraisal of the job or by the job facilities, whereas job dissatisfaction is the unpleasant feelings that results from the appraisal of job such as, frustration or blocking the achievement of the values (Schwepker, 2001, p. 41). Job Satisfaction also defines as a sense of completeness and accomplishment stemming from work, this feeling has nothing to do with money or features, or even permission to leave. Feeling of relief that the employee has is stemming from the work itself (Odwan, 1999). Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many

external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Job satisfaction can be defined also as the extent to wich a worker is content with the rewards he or she gets out of his ore her job,particulary in terms of intrinsic motivacion (Statt, 2004).

2. Concept of Organizational Citizenship Behaviors (OCB)

Organizational Citizenship Behaviors (OCB) is defined as those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983). Since these efforts are made beyond the requirements specified in the job description, their presence cannot be enforced (Organ, 1988),Turnipseed & Rassuli (2005) define OCB as defending the organization when it is criticized or urging peers to invest in the organization; which means that OCB is 'going beyond the call of duty'. Theoretically, OCB typically refers to behaviors that positively impact the organization or its members (Poncheri, 2006), and can also be defined as per Joirman et al, (2006) a behavior that exceeds the routine expectations. This behavior may be different for different people as every employee in an organization perceives job requirements differently i.e. for some employees, helping others (Altruism) may be a routine, yet still, some will count it as beyond the scope of job requisites. A person who engages in OCB might receive appreciation and recognition that includes positive emotion and a greater likelihood of repeating the OCB (Miles et al, 2002).

3. Dimensions of OCB

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

- Altruism can be called simply helping or helpfulness (Organ, 1997). Altruism consists of voluntarily actions that help others with an organizationally relevant task such as voluntarily helping orientation of a new employee, sharing sales strategies, teaching employees useful knowledge or skills, showing employees how to accomplish difficult tasks (Borman et al., 2001).
- Conscientiousness is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra:long days (MacKenzie et al, 1993). More conscientiousness for an employee means more responsibility and less supervision
- Sportsmanship is demonstrations of willingness to tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest, thus conserving organizational energies for task accomplishment and lightening the loads of managers (Organ and Ryan, 1995).
- Courtesy or gestures are demonstrated in the interest of preventing creations of problems for co: workers (Organ, 1997). A courteous employee avoiding creating problems for co: workers reduces intergroup conflict so managers do not fall into a pattern of crisis management (Podsakoff and MacKenzie, 1997).
- Civic virtue is a behavior on the part of an individual that indicates that employee responsibly participate in, is involved in, or concerned about the life of the company (Podsakoff et al, 1990). This dimension represents a macro level interest in, or commitment to, to the organization. This behavior shows willingness to participate actively in managerial events, to monitor organization's environment for threats and opportunities, to look out for organization's best interest. These behaviors reflect an employee's recognition of being a part organization (Podsakoff et al, 2000).

Results of the study data analysis and hypothesis testing
1- data analysis

Table 1. Demographic Data of Samples

Variables	Levels	N°	%
Gender	Male	78	61,9
	Female	48	38.1
Age	Less than 25 years	6	4.76
	25 to less than 30 years	36	28.5
	30 to less than 40 years	48	38
	40 to less than 50 years	21	16.6
	50 years and over	15	11.9
Marital status	Single	39	31
	Married	87	69
Qualifications	Secondary	27	21.4
	Diploma	33	26.1
	Bachelor Degree	60	47.6
	Graduate Studies	6	4.76
Work Experience	Less than5 years	48	38.1
	5 to less than 15 years	45	35.7
	10 to less than 25 years	18	14.3
	25 years and over	15	11.9

2-Reliability

Table (2). Reliability

Independent variables	Cronbach's alpha"
First independent: comfort at work **(x1)**	73.1 %
Second independent: Challenges at work **(x2)**	80.3 %
third Independent: Material reward **(x3)**	66.7%
Fourth Independent: Relationship with colleagues **(x4)**	73.8%
fifth Independent : Promotion at work **(x5)**	70.8%
The dependent variable Organizational citizenship behavior **(y)**	55.2%
all variables a rate	91.2%

Note from Table (2) alpha coefficient greater than the minimum acceptable and is 60% to overall reliability coefficient 91.2%, indicating a high reliability.

3-hypothesis testing:
3.1. Test secondary hypotheses
- **Table (3): test result and the first hypothesis is: There is no significant relationship between comfort at work and organizational citizenship behavior**.

F table	Fcalculated	sig	R^2	R	**Result**
3.906	17.382	0.000	0.303	0.550	**Rejected**

Notes from Table (3) that there is a relationship of significance between comfort at work and organizational citizenship behavior and based on the base test the hypothesis, which states refused H0 where sig = 0.000 and is less than the significance level (0.05).

Table (4): a test result and the second hypothesis, which states: There is no significant relationship between Challenges at work and organizational citizenship behavior.

F table	F calculated	sig	R^2	R	**Result**
3.906	16.768	0.000	0.295	0.543	**Rejected**

Notes from Table (4) that there is a relationship between Challenges at work and organizational citizenship behavior and based on the hypothesis testing and which provides for the rejection H0 where sig = 0.000, and is less than the significance level alpha (0.05).

Table (5): a test result and the third hypothesis, which states: There is no significant relationship between Material reward and organizational citizenship behavior.

F table	F calculated	sig	R^2	R	Result
3.906	0.446	0.508	0.011	0.105	**accepted**

Notes from Table (5) that there is a relationship between Material reward and organizational citizenship behavior and based on the hypothesis testing and which provides for the accept H0 where sig = 0.508, and is more than the significance level alpha (0.05).

Table (6): a test result and the Fourth hypothesis, which states: There is no significant relationship between Relationship with colleagues and organizational citizenship behavior.

F table	F calculated	sig	R^2	R	Result
3.906	8.012	0.007	0.167	0.409	**Rejected**

Notes from Table (6) that there is a relationship between Relationship with colleagues and organizational citizenship behavior and based on the hypothesis testing and which provides for the rejection H0 where sig = 0.007, and is less than the significance level alpha (0.05).

Table (7): a test result and the Fifth hypothesis, which states: There is no significant relationship between Promotion at work and organizational citizenship behavior.

F table	F calculated	sig	R^2	R	Result
3.906	0.300	0.587	0.007	0.086	**accepted**

Notes from Table (7) that there is a relationship between Promotion at work and organizational citizenship behavior and based on the hypothesis testing and which provides for the accept H0 where sig = 0.587, and is more than the significance level alpha (0.05).

3.2. Test the main hypothesis
-    **Table (8): test result and the first hypothesis is: There is no significant relationship between Job Satisfaction and organizational citizenship behavior**.

F table	Fcalculated	sig	R^2	R	Result
3.906	9.083	0.004	0.185	0.430	**Rejected**

Notes from Table (8) that there is a relationship of significance between Job Satisfaction and organizational citizenship behavior and based on the base test the hypothesis, which states refused H0 where sig = 0.004 and is less than the significance level (0.05).

Results of the study: The study found the following results:
1. The job satisfaction is very high impact on job performance and effectiveness of the organizational citizenship behavior The greater the level of job satisfaction higher the level of organizational citizenship behavior.
2. Job satisfaction may be considered a specific determinants of organizational citizenship behavior.
3. There is significant relationship between comfort at work and organizational citizenship behavior
4. There is significant relationship between Challenges at work and organizational citizenship behavior.
5. There is no significant relationship between Material reward and organizational citizenship behavior.
6. There is significant relationship between Relationship with colleagues and organizational citizenship behavior.
7. There is no significant relationship between Promotion at work and organizational citizenship behavior.

Recommendations of the study
The study recommends the following:
1. Institutions to measure the level of job satisfaction among workers.
2. Try to stand on the factors and elements that will work to create situations of job satisfaction among workers.
3. Should pay attention to human relations within the organization among workers in order to create an atmosphere of cooperation.
4. Clarify the concept of the workers and the dimensions of organizational citizenship behavior.

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