



فصلنامه مدیریت شهری

(ویژه نامه لاتین)

Urban management

No.41 Winter 2015

■ 149 - 156 ■

Received 26 Sep 2014; Accepted 19 Nov 2015

The study relationship between organizational citizenship behavior and personality traits satisfaction with municipal staff Lorestan

Kazem manafi sharafabad¹ -*ph. D candidate in Educational Management, Buali Sina Hamedan, Hamedan, iran*

Fateme akbari pashm -*Marketing Management graduate student, University of Lorestan, Lorestan, iran*

Mohammad veisi -*Marketing Management graduate student, University of Lorestan, Lorestan, iran*

Abstract

This study aimed to investigate the relationship between job satisfaction and organizational citizenship behavior and personality traits city staff Lorestan. The research objective of the application and the method of data collection, descriptive, correlative to-be conducted in 1394. The study population of 500 municipal employees Lorestan 217 employees were selected using Cochran formula The selection of the sample, simple random sampling method was used. Datas were collected using standard questionnaires and through statistical tests t, Friedman test and Spearman correlation were analyzed. The main results showed that job satisfaction and organizational citizenship behavior and personality traits among municipal staff Lorestan 0.99 there is a significant level of confidence.

Key words: *organizational citizenship behavior, job satisfaction, personality, municipal staff Lorestan*

1. Corresponding Author, Tel: 09120236632, Email Address: mailto:Kmsh65@gmail.com

Introduction

Personality characteristics of an individual known by it. It consists of a complex personality dimensions, each of these dimensions to specific practices and behavior Has certain expectations and the unique capabilities and skills of people involved (Narimani et al, 1386: 77). Dimensions and characteristics as the drivers of temperament, be considered to achieve the goal. This means that these people are prone to behavior in certain situations (Caliogiuri, 2000: 85). Personality traits can be used as an important factor for some of the consequences, such as absenteeism, turnover, loyalty and organizational commitment (Rezaeian and Naeiji, 1388: 50). Considering the large number of international organizations and institutions, it is natural that the work has become comfortable position in theory and research has been significant. Being an organization that is made as described its performance and quality to be understood by staff. This includes mental and physical health of employees, happiness and social welfare, all of them with the term "job satisfaction" related-be (Grant et al., 2007: 56). Job satisfaction is a widely studied phenomenon and describes the emotional condition is favorable Employee satisfaction derived from their work experience and influence to the employment or employment relationship between expectations and real achievements, he is a person (Belias. & Koustelios, 2014: 34). Job satisfaction, work environment, and if the reaction of employees to work and a sense of satisfaction and needs of the individual in the workplace is created (Lee et al., 2013: 56). OCB to set the working environment that is optional behavior of violating their basic job requirements. They are usually described as behavior on the side of the main tasks undertaken (farmer, 2012: 93). According to the organization in 1988 OCB is done voluntarily. This behavior directly or explicitly recognized by the formal reward system, not a collection of things that improve organizational performance (the paradise oven and

Hosni, 2013: 217). Most empirical research on organizational citizenship behavior and concepts related to organizational behavior, organizational, social and spontaneous behavior before the structural integrity of concentrated focus on its inherent accuracy. The scientific papers on understanding the relationship between OCB and other structures concentrated focus until the precise definition of the nature of citizenship behavior (Podsakoff et al, 2000: 517).

This study aimed to investigate the relationship between employee satisfaction and organizational citizenship behavior and personality traits of Lorestan University conducted among employees. This study, after a review of the research in this field and an overview of the fundamentals of organizational citizenship behavior, job satisfaction and personality characteristics as well as their dimensions mentioned, tries to study the relationship between them.

History Research

Research literature suggests that a lot of research about organizational citizenship behavior, job satisfaction and personality characteristics has been in and out of the country the following are some of them:

- 1)Rezaeian and Naeini (1388) in a study of the effects of excitement and personality on job satisfaction in Iran's oil industry came to the conclusion that Deep connection between affectivity positive positive and negative correlation with job satisfaction and personality characteristics between negative affectivity and job satisfaction and there are five dimensions of personality.
- 2)Ismaili et al (1390) in their study to investigate the role of personality traits, organizational commitment and confidence in their organizational citizenship behavior, the results showed that three of accountability, neuroticism and organizational commitment of nurses' role in explaining changes in the behavior of citizens. A survey of 349 Chinese firms show higher staff of more civil behavior and

the higher working position, they are more civil behavior.

3)Khorasani and Canaanite (1391) examine the relationship between organizational justice and organizational citizenship behavior management as the job satisfaction of employees holding Airports carried out, the results showed that based on descriptive and inferential analysis, the variables of organizational justice, behavioral variables corporate citizenship and satisfaction higher than average statistically significant statistically significant positive relationship between organizational citizenship behavior. And also the dimensions of job satisfaction and organizational justice and job satisfaction dimensions.

4)Moorman in 1993, turned his emphasis on job satisfaction measure that reflects the cognitive and organizational citizenship behavior to be more strongly associated with job satisfaction measures. Another study determined that the average level of teachers' organizational citizenship behavior and the perception that inconsistencies in the institutional aspects of corporate communications experience not to be (Ozsaker et al, 2012).

5)Hontan & Litan (2008) in their study of personality, motivations and underlying factors in influencing the organizational citizenship behavior. For this purpose, the two researchers involved in the project, 341 people were employed, and in a time period necessary data gained from them. They concluded from their study that a significant positive relationship between organizational citizenship behavior and extroversion there (alamian, et al., 1391: 43).

Organizational citizenship behavior

Although OCB first word was used in 1983 by Oregon and colleagues, but people like Katz and Kahn to distinguish between the role and behavior in the seventies and eighties innovative and spontaneous, and before them, Chester Barnard expressed the desire to work in 1983, it noted (Bienstock & et al, 2002: 360). Organ of behavior under the control of individual organizational citizenship behavior as

defined and States that those actions expressly and directly by the formal system, bonuses will not be considered, but improved effectiveness of the organization (Organ, 1988: 60).

Kim (2006), organizational citizenship behavior and behavior beyond the formal role predetermined by the inherent organization and Bonus reward it directly in a formal organization structure beyond, but in the promotion of effective and successful functioning of the utmost importance.

OCB voluntary set of behaviors that are not part of the official duties of the individual, however, was done by him, effectively improves the functions and duties of the organization (Hossam, 2007: 33).

Organizational citizenship behavior

The most prestigious division of organizational citizenship behavior is presented by organizations that have been used in different studies. Organ dimensions of citizenship behaviors expressed as follows: (Ebrahimzadeh, 1390: 23)

- 1.Conscientiousness: if staff are to work on time, effectively use of time, preferably not request additional leave, and Work of the organization, even if the rules are not consistent with the character and spirit, then follow certain behaviors do Beyond the minimum level required to perform a task it is.
- 2.Altruism: the good behavior and profitability, such as the creation of intimacy, and empathy among co-workers and a voluntary contribution refers to other members of the organization in relation to the problems and related tasks.
- 3.Support social participation and responsibility: participation and accountability in corporate life and also offers good image of the organization and Includes behaviors such as participation in extracurricular activities and extras, at a time when this presence is not necessary.
- 4.Chivalry: patience in the face of adverse situations and poor organization without protest, dissatisfaction and complaint cites the



فصلنامه مدیریت شهری
(ویژه نامه لاتین)
Urban Management
No.41 Winter 2015

database. The staff of the implementation of organizational changes in various sectors expressed their displeasure and discomfort and to support the policy and organizational activities without blame and revenge of their activities.

5.Respect and honor: how to deal with colleagues, supervisors and audience organization, in this case trying to staff the necessary steps in order to prevent problems with work colleagues in their organizational unit and counseling sessions between managers and employees to prevent the occurrence of business problems held.

Job Satisfaction

Numerous studies have shown that job satisfaction is an important factor in increasing productivity, caring staff into the organization, belonging and their attachment to the workplace and increasing the quantity and quality of work, good human relations at work, right connections, raise spirit, love of work.

Thus, job satisfaction and a sense of satisfaction from their jobs because of the person in the organization to work effectively with talent, success in jobs, needs rational, blossoming talent, career development, organizational experience and successful relationship. (kharazi et al., 1392: 88)

Job satisfaction, a set of compatible and incompatible feeling is that employees feel their used look. When employees join the organization, a set of demands, needs, desires and past experience on the expectations of their job, which does not have a relationship with themselves, with rising expectations is that it provides employees with bonuses brings. (Khodayarifard et al., 1388: 26)

Lock believes that job satisfaction of a job evaluation as something that values the possibility to provide career. So one time effectively in order to achieve its objectives of assisting the beginning of his career and is satisfied that it is interested in their work. (Gholizdeh et al., 1389: 33)

Smith (1967), counts five important aspects of

job satisfaction, such as: job satisfaction (the extent to which job duties, provides opportunities for training and responsibility), satisfaction of managers (the ability of the supervisor to show interest employees), satisfaction of partners (so that colleagues, friendly, competent and supportive), satisfaction of promotion opportunities (access to opportunities for promotion) and satisfaction with salary (the salary and equity and equality the payment). (Smith, 1967).

Character

Among the various features that can help people understand themselves and others better character That aspect of human life that allows not predict what a person in certain circumstances will behave. (Narimani et al., 1386: 77)

The character is one of the ways he typically responds to others or to engage with it, in other words to similar patterns of behavior, feelings and thoughts, said to be the character traits. (Ismaili Givi et al, 1390: 31)

Stable set of personality characteristics and trends that are the similarities and differences in psychological behavior (thoughts, feelings and actions), which has been continuing since And may be due to social pressures and biological positions held directly or easily understood, defines (Karimi, 1375)

Researchers generally agree on the importance of taxonomy five, because one of the deepest divisions personality traits research also indicates that five factors model, can work behaviors at times, the environment and different cultures ago the nose (Kalygvry, 2000). The next five characters are (Rezaeian and Naini, 1388: 52):

- 1) Compatibility: people with higher compatibility generally more friendly behavior, better coordination, more compassionate heart, and less hostility and helpful, polite and flexible.
- 2) Conscience: the conscientious, reliable (responsible, accurate and reliable), good quality of work (planned, organized, punctual) and Trier (diligent, energetic and successful pur-

suit) are. They are ready to solve the problems and their initiative to conclude their methodical and thorough.

3)Emotional stability: those who are emotionally stable, do not have a lot of emotions and anxiety, depression, anger, indignation, fear and uncertainty, suffer less. Nervousness, emotional stability is oriented opposite. Those who are highly neurotic, shy and very self-assessment and behavior is easily irritable.

4)Introversion: People who have high introversion, social, sociable, determined, active, courageous, energetic and are reckless.

5)Openness to experience: one ready for the experience, has strong power of imagination, creative, innovative, open minded, intelligent and artistically sensitive manner (Spector et al 2000).

Conceptual model

According to the description given in the literature, the following conceptual framework to examine the relationship between job satisfaction and organizational citizenship behavior and personality traits of employees, is used:

Hypothesis

1.The organizational citizenship behavior and job satisfaction among municipal staff Lorestan there is a significant positive relationship.

2.The organizational citizenship behavior and personality traits among municipal staff Lorestan there is a significant positive relationship.

Research method

The purpose of the research and data collection, cross-correlation. The study population included all municipal employees is Lorestan. In this study, 217 people with Morgan table by using the sample (sample formulations of local communities), for example, have been chosen for the selection of the sample, simple random sampling method is used.

Research tools

In this study, the following questionnaires were used to collect information:

1)organizational citizenship behavior in this study to measure the independent variable of organizational citizenship behavior, the stan-

dard questionnaire Poursoltani and Amyryj (1392) with 15 items and scale Likert (strongly agree, agree, no comment, disagree, strongly disagree) to . This questionnaire 5 altruism, conscientiousness, sportsmanship, civic virtue, politeness and consideration measures. The Cronbach's alpha for the questionnaire, 0.76, respectively.

2)Job satisfaction: the dependent variable in this study to measure job satisfaction questionnaire Visuky and chrome (1991) 39-item Likert scale (strongly agree, agree, no comment, disagree, strongly disagree) is used Inventory of pay, job promotion opportunities, supervisor and co-workers measured. The Cronbach's alpha for the questionnaire, 0.716, respectively.

3)Personality Inventory: In this study, to measure the dependent variable character, the standard questionnaire of Barrick, & Mount (1991), with 25 items and scale Likert (strongly agree, agree, no comment, disagree, strongly disagree) to This questionnaire of emotional stability, conscientiousness, agreeableness, and extraversion measure the fitness experience. The Cronbach's alpha for the questionnaire, 0.922, respectively.

Finding and results

In this study, 2.75% of males and 24.8 per cent were women. 6/87% were married and others were single. The respondents in the age group 45-25 years of age, and the results showed that the highest percentage (4/70 percent) of the sample has a bachelor's degree and the lowest percentage (3.4%) has a master's degree and diploma associate of 3.25 percent is between the two. Table 1, the results mean scores of organizational citizenship behavior, job satisfaction and desirable personality characteristics with an average of 5.3 to show us.

Among the components of organizational citizenship behavior and job satisfaction, but desirable component of personality characteristics is lower than desirable. In addition to the Friedman test results (Table 2), Friedman test at a significant level, so the organizational citizenship behavior, job satisfaction and person-

P-Value	SD	X	
0.000	0.050	4.52	OCB
0.000	0.094	3.58	job satisfaction
0.000	0.050	2.99	Personality characteristics

▲Table 1. The mean scores of organizational citizenship behavior, job satisfaction and desirable personality characteristics mean 3.5

Average Rating	components
2.42	OCB
1.94	job satisfaction
1.64	Personality characteristics
Friedman statistics= 198.576	Df= 3 & Sig= 0.000

▲Table 2. result of Friedman test

Personality characteristics	job satisfaction	OCB	
0.877	0.736	1	OCB
0.825	1	0.736	job satisfaction
1	0.825	0.877	Personality characteristics

▲Table 3. Correlation matrix between job satisfaction and organizational citizenship behavior and personality traits

ability characteristics are different. Most variable amount related to organizational citizenship behavior and the lowest variable is studied personality traits among employees.

According to the findings of the table (3), correlation coefficients for the variables of organizational citizenship behavior, job satisfaction and organizational citizenship behavior and personality characteristics 0.736 and 0.877, is, therefore, no significant relationship between these variables with probability 99% is. On the other hand there is 0.825 correlation between job satisfaction and personality traits, also indicate there is a significant relationship between these variables.

Conclusion

As noted in the findings, Lorestan Shhrday staff of the components of organizational citizenship behavior, job satisfaction and personal characteristics, job satisfaction and organizational citizenship behavior and characteristics desirable in a lower level than was desirable. On the other hand, according to Friedman test results that provide a basis for analysis, most of the components of organizational citizenship

behavior and the lowest amount of component characteristics between Lorestan municipal employees. In the aim of to examine the relationship between organizational citizenship behavior, job satisfaction and personality characteristics, finding a significant relationship between the components of focused research. OCB has a significant relationship with job satisfaction. This result is consistent with results Pavalachy (2014) is consistent. He concluded in his study that the OCB and staff satisfaction as well as personality traits and there is a positive significant relationship.

According Pavalachy (2014) OCB can be easily compared among the lower box level above the box level, because of the high level of organization in his role plunge. It is believed that employees who are satisfied with their job, organizational citizenship behavior based on reciprocity expand into more comfortable. As well as Batman and organ (1983) and Williams and Anderson (1991), in their study of this issue was supported by the significant relationship between organizational citizenship behavior and job satisfaction in this study, un-

like previous studies, job satisfaction as a result of OCB is considered. That makes their job satisfaction is organizational behavior. Fisher and Water (2004) in their study stated that the tendency of employees who volunteer more of their tasks, work and wanting to stay in the organization of their job satisfaction. Lester et al. (2008), in their study concluded that organizational citizenship behavior correlated significantly with the degree of employee satisfaction. However, According to Table 3 of the OCB and personality traits there is a significant relationship. Ismaili et al (1390) noted in their study because of organizational citizenship behavior is influenced by factors such as personality traits is fundamental in the process of recruiting and training variables to be considered before and during the service. Ilies (2009) also showed that among personality traits, most consistent relationship with OCB. According to the results, it is suggested that:

- 1)With regard to the relationship between job satisfaction and organizational citizenship behavior, managers can increase job satisfaction among employees, causing organizational citizenship behavior staff and employees tend to search for other jobs, leave their absence from them.

- 2)Organizations to improve the performance of employees in the organization, try to involve employees in the decision making and authority in order to do things they leave.
- 3)Organizations that work environment organization, as an open, flexible and reliable to the field of organizational citizenship behavior and job satisfaction of employees in the organization.

Resources

- Bienstock, C, Demoramville, C. and Smith, R (2003). *Organizational citizenship behavior and service quality*. *Journal of service marketing*, vol.17 , No.4. P.P.357-373.
- Beheshtifar, M. & Hasani, G.R. (2013). *Organizational citizenship behavior: A factor to decrease organizational conflict*, *interdisciplinary journal of contemporary research in business*, Vol.5, No.1, pp.214-222.

-Belias, D. & Koustelios, A. (2014). *Leadership and job satisfaction – A Review*, *European scientific journal*, vol.10, No.8, P.P. 24-46.

-Barrick, M.R., & Mount, M.K. (1991). *The big five personality Dimensions and job performance: A Meta-Analysis*, *personnel psychology*,44,1-26.

-Caligiuri, P.(2000). *On the future of personality measurement*, *American psychologist*,32,246-254.

-Comeau, D.J. (2005). *Structural interdependence, personality, and organizational citizenship behavior, an examination of person- environment interaction*. *Personnel review*, Vol.3, pp.310-330.

-Cortese, C.G. (2007). *Job satisfaction of Italian nurses: an exploratory study*. *J nurs manage*, 15(3),12.

-Kim, S.(2006). *Public service motivation and organizational citizenship behavior in corea, international*. *Journal of manpower*, Vol.27, No.8, pp.722-740.

-Grant, A.M., Christianson, M.K., & Price, R.H. (2007). *Happiness, Health, or Relationships? Managerial Practices and Employee Well-Being Tradeoffs*, *Academy of management perspectives*, 21, 51-63.

-Hossam, A. (2007). *Relationship between personality and organizational citizenship behavior, international review of business research papers*, Vol.3, No.4, pp. 43-31.

-Ilies, R. & Fulmer, I.S. (2009). *Personality and citizenship behavior: The mediating role of job satisfaction*, *journal of applied psychology*, Vol.4, pp.945-959.

-Lee, U.H., Kim, H.K., & Kim, Y.H. (2013). *Determinants of organizational citizenship behavior and its outcomes*, *Global business and management research: An international journal*, Vol.5, No.1, P.P.54-65.

-Moorman, R.H.(1993). *Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior?* *Academy of management journal*, Vol.41, No.3, pp.351-357.

-Organ, D.W.(1988). *organizational citizenship behavior: The good soldier syndrome*. Lexington ,MA: Lexington books.

-Ozsaker, M., Ozkutuk, N. & Orgun, F.(2012). *A study of the organizational citizenship behavior and organizational communications of teachers: Case study of Aydin province*, *African journal of business management* , Vol. 6(29), pp. 8659-8666.

-Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., & Bachrach, D.J. (2000). *Organizational citizenship be*

havior: A critical review of the theoretical and empirical literature and suggestions for future research, *journal of management*, Vol.26, No.3, 513-563.

-Parvalache, M. (2014). *Organizational citizenship behavior, work satisfaction and employee personality*, *Procedia-Social and behavioral sciences*, pp.489-493.

-Smith, P.C. (1967). *Measurement of satisfaction in work and retirement*, Chicago: Rand Menally.

-Spector, P.E., Zapf, D., Chen, P.Y., and Frese, M. (2000). *Dont throw out the baby with the bath water: The role of negative affectivity in reports of job stressors and strains*, *journal of organizational behavior*, 21, 79-95.

-Wanxian, L., Weinu, W. (2007). *A Demographic study on citizenship behavior as in role orientation, personality and individual differences*, Vol.42, pp.225-234.

-Zarea, H. (2012). *Organizational citizenship behaviors and their relationship to social capital in public organizations of Qom province*, *Iranian journal of management studies*, Vol.5, No.1, pp. 79-96.



فصلنامه مدیریت شهری
(ویژه نامه لاتین)
Urban Management
No.41 Winter 2015