

Mediating Role of Jobs Satisfaction among Organizational Commitment, Organizational Culture and Citizenship Behavior (OCB): Empirical Study on Private Higher Education in Central Java, Indonesia

Suparjo¹, Susetyo Darmanto^{2*}

Faculty of Economics and Business
University of 17 Agustus 1945 Semarang, Indonesia

suparjo_ws@yahoo.com¹
susetyodarmanto@yahoo.co.id²

*Corresponding Author

ABSTRACT- Several study and articles have reported and discussed the job satisfaction and dissatisfaction of workers in organizations. However, very few empirically-supported explanations have been given to explain how job satisfaction mediates the relationship between Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior in lecturers of Private Higher Education in Central Java, Indonesia. Probes into the explanations of determining how job satisfaction mediates the relationship between Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior, the data were collected from the respondents who were the tenured faculty, both civil servant lecturers and private lecturers, and work at private universities in Central Java province. The data was collected using a questionnaire. Only 244 copies, out of the total 400 questionnaires distributed, got by the author and he got a response rate of 61%. After processing and modifying the data, only 226 respondents used as the main resources analyzed by using Structural Equation Model (SEM). Statistical analysis reveals that there exists significant relationship between Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior; likewise, Job Satisfaction mediates the relationship between Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior. Limitations and future implementations of this research are also discussed.

Keywords- Organizational Commitment; Organizational Culture; Job Satisfaction; Organizational Citizenship Behavior

1. INTRODUCTION

The research on the Organizational Citizenship Behavior, as well as on its antecedents and consequences has been extensive. Employees, who perform their task by looking beyond their job descriptions, make their organization to outperform in the real world (Hui *et al.*, 2000). Organizational Citizenship Behavior works on the principle that something good and beneficial is done by employees for their organizations. According to Smith *et al.* (1983)[31] Organizational Citizenship Behavior should not be shown by the employees in order to receive reward in return. Much of what we call citizenship behavior is not easily governed by individual incentive schemes, because such behavior is often subtle, difficult to measure. There are number of antecedents of Organizational Citizenship Behavior which are being studied by researchers. Job satisfaction and organizational commitment has been found to be the essential predictors of Organizational Citizenship Behavior. Among the antecedents of the Organizational Citizenship Behavior, organizational commitment is said to be the strong one (Khan, 2012). According to Locke (1976), job satisfaction is the

internal state of the employee that is developed according to the favor and disfavor of the experiences related to job and job satisfaction. The studies conducted by various researchers have worked on the relationship of job satisfaction and Organizational Citizenship Behavior but there are inconsistent results regarding the relationship of job satisfaction- Organizational Citizenship Behavior (Mehboob *et al.*, 2012). The study conducted by Smith *et al.* (1983)[31] found a positive correlation between the two dimensions of Organizational Citizenship Behavior ; altruism & compliance, and job satisfaction. In recent decades, organizations have emphasized greatly on organizational commitment aspect of employees. Organizational Commitment is found to be the significantly correlated with OCB (Rashid, 2012). According to LePine *et al.*, (2002)[21], organizational commitment is one of the strong predictors of Organizational Citizenship Behavior. Organizational Commitment not only makes an employee to stay in the organization but also make it possible for the employees to take part in organizational activities (Steyrer *et al.*, 2008). According to Chang *et al.*, (2010) if organizations become

successful in keeping its employees committed to the organization; there is a higher chance of developing Organizational Citizenship Behavior among employees. The topic of organizational citizenship behaviors continues to stimulate interest among researchers and practitioners (Netemeyer et al, 1997). Organizations now need to establish the system of activities that help in the accomplishment of organizational goals (Chiboiwa *et al.*, 2011).

Faculty members who are satisfied with their jobs exhibit better Organizational Citizenship Behavior and in turn it reflects on their work performance. Job Satisfaction becomes an important aspect for the faculty members as dissatisfaction affects the teaching process and influences other roles played by the faculty. Job satisfaction is “the emotional reaction of a worker has towards his/her job after a comparison of the outputs he /she expects or desires with real outputs” (Cranny *et al.*, 1992). Job satisfaction is the sense of inner fulfillment and joy achieved when performing a particular job. Organizational Citizenship Behavior is also known as the extra role behavior, which is the act of performing the job beyond the job requirements (Organ, 1988). Hence, the aim of the present study is to investigate how job satisfaction mediates the relationship between organizational commitment, organizational culture and Organizational Citizenship Behavior in lecturers of Private Higher Education in Central Java, Indonesia. This article summarizes the review of literature, the model developed, data and methodology, results and discussion of the research and the conclusion.

2. REVIEW OF LITERATURE

2.1 Organizational Commitment

Porter *et al.*, (1974) defined *organizational commitment* as the *strength of individual identification with, and involvement in, a particular organization*. Meyer and Allen (1997) defined it as “a psychological state that (a) characterizes the employee’s relationships with the organization, and (b) has implications for the decision to continue as a member of the organization.” Following Porter et al. and Wang (2007) took the view that organizational commitment is the employee’s attachment, goal congruency, identification acceptance, and loyalty to the organization. Organizational commitment was further developed by Porter *et al.* (1974) and measured as a global concept with three distinct components: (1) value commitment: a strong belief in and acceptance of the organization’s goal and values; (2) effort commitment: a willingness to exert considerable effort on behalf of the organization; and (3) retention commitment: a definite desire to maintain organizational membership. These three facets of organizational commitment were also employed in this study. Organizational commitment, an extensively researched topic in the field of organizational behaviour, has been studied by several researchers as a variable related to the behaviour and performance of employees (Finegan, 2000). It refers to “the strength of an individual’s

feelings of attachment to, identification with and obligation to the organization” (Vanderberg and Lance, 1992). Originally, it was conceptualized as “the strength of an individual’s identification with and involvement in a particular organization, characterized by a strong belief in an acceptance of an organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a definite desire to maintain organizational membership” (Cook and Wall, 1980). Organizational commitment has been conceptualized by early researchers as essentially a function of individual behaviour and willingness of individuals to give their energy to the organization through actions and choices over time (Kanter, 1968). Becker (1960) described organizational commitment as “the tendency to engage in consistent lines of activity, such as intent to stay in the organization if they willingly continue with the organization and devote considerable effort to achieving its goals” (Raju and Srivastava, 1994).

2.2 Organizational Culture

Cultural background is found to have a profound impact on job satisfaction (Mueller *et al.*, 2009). They reported that the level of job satisfaction of employees from countries where the culture is more traditional is greater than employees from countries where the culture is more egalitarian. Previous studies on the relationship between those variables were conducted in countries such as Turkey, Egypt, the United States and Europe where the culture is entirely different from Malaysia. Furthermore, those studies were also focused on big firms such as manufacturing firms, learning organizations, R&D organizations, hospitals, schools and universities but less on SMEs. The notion of “culture” is often associated with exotic, distant peoples and places, with myths, rites, foreign languages and practices (Lund, 2003). To the organization, culture represents the organization personality. Many times organizational culture is simply formed in an organization without any sort of training or coaching; it is formed when a group has worked together for a certain amount of years and over the time it became the standard practice and norms of that organization. There seem to be a wide agreement that organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organization (Robbins, 2009).

2.3 Job Satisfaction

Oshagbemi (2000) defines Job Satisfaction as “an emotional response that occurs as a result of the interaction between the worker’s values concerning his/her job and the profits he/she gained from his/her job”. JS is the state of pleasure the employee gains from the job and experience (Tantiverdi, 2008). Robbins (2000) conceptualized Job Satisfaction as the overall feelings or attitudes about the job they perform. Job Satisfaction refers to the “primary affective reactions of individuals to various facets of the job and the job experiences” (Guimaraes, 1993). Increase in Job Satisfaction increases

the performance in the job. Job Satisfaction comprise of task satisfaction, employment satisfaction and market satisfaction (Putman, 2002). Several dimensions such as satisfaction with compensation, satisfaction with top management, satisfaction with promotions and satisfaction with coworkers have been attributed to Job Satisfaction (Vitell, 2008).

Job Satisfaction is the extent to which people enjoy their job (Spector, 1997). Job Satisfaction plays a critical role since it affected the behavior of employees, which in turn has an influence on the performance and functioning in the Organization (Rowden, 2002). Job Satisfaction is considered as an internal state of an employee, which is given by evaluation of the job with a certain degree of favor or disfavor (Whittaker & Marchington, 2003). The study reveals that demographic factors such as age (Clark & Oswald, 1996) and the level of education (Clark, 1996) are important factors that influence Job Satisfaction. Typical characteristics of the working environment like union membership (Miller, 1990), size of the workplaces (Idson, 1990) and the impact of permanent and part-time jobs (Wooden & Warren, 2003) contribute to the Job Satisfaction of the employees. Moreover, Job Satisfaction is also affected by the combination of work requirements with other roles like family roles (Gibb, 2000). A negative estimate of the source of the family conflicts can also cause job dissatisfaction in employees (Lazarus, 1991). In challenging work environments, education and training of the employees influence Job Satisfaction (Brown & McIntosh, 1998). Judge and Watson (2002) linked Job Satisfaction mainly to two factors namely situational factors (sociological perspective) and personal factors (psychological perspective). Situational factors include job related conditions like pay, opportunities for promotion and working conditions and job characteristics such as task identity, task significance, skill variety, autonomy and feedback. Personal factors include personality disposition, traits, self-esteem, motivation and emotions (Dormann & Zapf, 2001).

2.4 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior was first illustrated in the work of Bateman and Organ (1983) 24 years ago and is recently gaining momentum. Organ (1988) revealed that Organizational Citizenship Behavior could affect the performance of the individual and in the organization. Various studies have demonstrated that Organizational Citizenship Behavior has a positive influence on improving the performance in the Organization (Podsakoff & MacKenzie, 1994). Organ (1988) explains Organizational Citizenship Behavior as a distinct behavior, which is not directly recognized by the formal reward system but in the average promotes the organizational performance. Understanding how Organizational Citizenship Behavior works is crucial in organizations because of the downsizing and rightsizing in response to the economic pressures. Recent studies reveal the drastic

growth of Organizational Citizenship Behavior researches in management related areas like strategic management, leadership, human resource management etc. (May-Chiun Lo et al., 2009). Literature reveals that Organizational Citizenship Behavior has contributed positively to Organizational outcomes such as service quality (Bell & Mengue, 2002), Organizational Commitment (Podsakoff, 1996), Job Involvement (Dimitriades, 2007), leader-member exchange (Bhal, 2006). Organ (1988) views Organizational Citizenship Behavior as the extra-role behavior since it is the act of job performance beyond the stated job requirement. Employees go beyond the contract signed by them at the time of entering the organization and they perform non-obligatory tasks without expecting any rewards or recognition (Organ, 1988). It is demonstrated that the support given by the leaders is the strongest predictor of significant Organizational Citizenship Behavior by the employees (Lepine et al., 2002). Organizational Citizenship Behavior has also been shown to enhance the social attractiveness in a work unit (Aquino and Bommer, 2003). Researches reveal that there are five basic personality factors affecting most of the variance in personality (Costa & McCrae, 1992) and these dimensions are called as the Big Five dimensions, which include conscientiousness, altruism, courtesy, sportsmanship and civic virtue.

2.5 Job Satisfaction and Organizational Commitment

As one might expect, practitioners of different disciplines tend to focus on different aspects and determinants of job satisfaction. Economists (Freeman, 1978) focus almost exclusively on pay, pay equity, and market related issues; by contrast psychologists (Ryan & Deci, 2000) focus on both "intrinsic" (self-motivated) aspects of job satisfaction and "extrinsic" (externally defined rewards such as pay, promotion, and advancement), and sociologists (Tuch & Martin, 1991) tend to examine satisfaction differences by race, gender, and position in social structures. In the higher education literature theories and evidence support both intrinsic motivations (Blackburn & Lawrence, 1995) and extrinsic factors related to pay and departmental climate (Helland, 2006).

Lincoln and Kalleberg (1990) pointed out that job satisfaction impacts positively upon organizational commitment because positive feelings about one's job and employer breed company identification and loyalty. Drawing their conclusions from samples studied in Japan and in the United States, the authors found the relational coefficients between job satisfaction and organizational commitment to be 0.81 and 0.71, respectively. Bishop (2001) found that Chinese employees who perceived themselves as having higher levels of group support, more involvement in decision making, and more independence in work processes expressed higher levels of job satisfaction and stronger organizational commitment. In their study, Eker and Colleagues (2008) found that extrinsic job satisfaction affected organizational

commitment of the healthcare workers they studied. Job satisfaction levels related to working conditions and wages, career improvement, facilities, job security, and social utility were found to predict their organizational commitment.

Job satisfaction has also been studied as a variable antecedent of organizational commitment. Those researchers who consider job satisfaction an antecedent of organizational commitment (Williams & Hazer, 1986) argued that job satisfaction is associated with aspects of the work environment and, consequently, will develop more quickly than organizational commitment and, thus, the worker will then need to make a more global assessment of his/ her relationship to the organization. Nguni and Colleagues (2006) found that the effect of intellectual stimulation on the commitment of the teachers in their study to stay was completely via their job satisfaction.

2.6 Job Satisfaction and Organizational Citizenship Behavior

The relationship between Job Satisfaction and Organizational Citizenship Behavior can be represented in several ways. It would not be wrong to say that job satisfaction is a vital element of employees' citizenship behavior with their organizations. Murphy *et al.* (2002) Job satisfaction is positively, strongly and significantly correlated with organizational citizenship behavior. Gonzalez *et al.*, (2006) employees Organizational Citizenship Behavior is positively affected by employee's level of job satisfaction. Kim (2006) found that the Organizational Citizenship Behavior is not positively and directly affected by job satisfaction where as Tang (2008) illustrates that the team commitment as a moderating variable positively influences the relationship existing between both organizational citizenship behavior and job satisfactions. Konovsky (1989) reveal that Job Satisfaction is the strongest variable that has a significant relationship with Organizational Citizenship Behavior.

Fifteen independent studies have shown that there is a significant relationship between Job Satisfaction and Organizational Citizenship Behavior (Lingl, 1995). For

example, Bateman & Organ (1983) found a significant relationship between Job Satisfaction and Organizational Citizenship Behavior among University employees. Similarly, Konovsky and Organ (1996) surveyed hospital employees and revealed that Job Satisfaction had a significant relationship with all the five dimensions of Organizational Citizenship Behavior. Krilowicz *et al.*, (2002) surveyed the blue-collar workers and proved a significant relationship between Job Satisfaction and Organizational Citizenship Behavior. Strong influence of conscientiousness on Organizational Citizenship Behavior was displayed, which led to greater Job satisfaction (Hackett, 2007). It was also established that higher level of Organizational Citizenship Behavior led to higher Job Satisfaction. A significant relationship was proved between Job Satisfaction and Organizational Citizenship Behavior, moderated by team commitment in self-directed teams (Tang, 2008). Moore (2005) claimed that Job Satisfaction would have a positive influence on an IT professional's Organizational Citizenship Behavior. Strong relationship has been proved between Job Satisfaction and Organizational Citizenship Behavior (Organ, 1988).

Employee satisfaction becomes essential as it leads to Organizational Citizenship Behavior (Ryan, 1995). There are a few studies, which conclude that there is no relationship between Job Satisfaction and Organizational Citizenship Behavior. For example, it has been reported that Job Satisfaction is not a predictor of Organizational Citizenship Behavior (Farh *et al.*, 1990). Similarly, Moorman (1991) has demonstrated that Job Satisfaction has no relationship with Organizational Citizenship Behavior while procedural justice relates to four out of five dimensions of Organizational Citizenship Behavior.

3. RESEARCH MODEL

The aim of the present study is to investigate how Job Satisfaction mediates the relationship between Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior. In order to analyze this relationship, a model has been developed:

Fig. 1: Schematic Diagram of the study



Based on the above theoretical framework, following hypotheses can be deduced:

Hypotheses:

- H1: Job Satisfaction mediates relationship of Organizational Commitment and Organizational Citizenship Behavior (OCB)
- H2: Job Satisfaction mediates relationship of Organizational Culture and Organizational Citizenship Behavior (OCB)
- H3: There is a positive relationship between Job Satisfaction and Organizational Citizenship Behavior (OCB)

4. METHOD

The method used in this study was a survey method in which the author distributed questionnaires to the respondents who were the tenured faculty, both civil servant lecturers and private lecturers, and work at private universities in Central Java province. Only 244 copies, out of the total 400 questionnaires distributed, got by the author and he got a response rate of 61%. After processing and modifying the data, only 226 respondents used as the

main resources analyzed by using Structural Equation Model (SEM).

The reliability test is to assess the accurateness and preciseness of the measurement made on a certain variable. Organizational Culture items, Organizational Commitment items, Job satisfaction items, and Organizational Citizenship Behavior items. All questionnaire items scored on sevenpoint Likert scale for uniformity in measuring the variables.

Table 1: Reliability Test Result

	Cronbach's Alpha
Organizational Commitment	0,951
Organizational Culture	0,897
Job satisfaction	0,892
Organizational Citizenship Behavior	0,932

5. FINDINGS

It is said that confirmatory testing among variables of Full Model was fit. It can be seen from the chi-square value of $346.481 < 354.18$ (chi square table at the level of $\alpha = 0.05$; $DF=312$, it could be obtained that the Chi-Square value was 354.18), in which CMIN/DF, GFI, TLI, CFI,

REMSEA, were with in the range of values expected although AGFI was marginally acceptable. Thus, it was indicating that the model could be declared fit. While the value of 0.05 Hoelter's test results=231 and the value of Hoelter's 0.01=243, and 226 samples in this study, so it could be said in the fit category.

Table 2 : Confirmatory testing among variables of Full Model

Goodness of Fit Indeks	Cut of Value	Test Result	Model
Chi Square	< chi-square	68,327	Fit
Probabability	$\geq 0,050$	0,079	Fit
CMIN / DF	$\leq 2,000$	1,921	Fit
GFI	$\geq 0,900$	0,972	Fit
AGFI	$\geq 0,900$	0,934	Fit
TLI	$\geq 0,950$	0,978	Fit
CFI	$\geq 0,950$	0,960	Fit
RMSEA	$\leq 0,080$	0,075	Fit

Table-3 Regression Analysis for testing hypothesis of mediation

Eqn.	Dependent variable		Independent variable	Estimate	S.E.	C.R.	P
1	Job Satisfaction	<---	Organizational Commitment	,217	,077	2,067	,039
2	Job Satisfaction	<---	Organizational Culture	,258	,111	2,254	,024
3	OCB	<---	Organizational Commitment	,479	,076	4,785	***
4	OCB	<---	Organizational Culture	,266	,098	2,711	,007
5	OCB	<---	Organizational Commitment	,301	0,67	2,054	,026
			Job Satisfaction	,453	,120	3,896	***

6	OCB	<---	Organizational Culture Job Satisfaction	,194 ,352	,089 ,090	2,013 2,675	,020 ***
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The following table shows the series of regression equations used to test the mediating effect of job satisfaction between the organizational commitment, organizational culture and Organizational Citizenship Behavior. To determine the mediating effect of job satisfaction between organizational commitment and organizational citizenship behavior, we examined equations 1. In equation 1, job satisfaction (mediator) was regressed on organizational commitment (predictor) and the relationship was significant ($B=.217$, $p<.05$). In equation 2, job satisfaction (mediator) was regressed on organizational Culture (predictor) and the relationship was significant ($B=.258$, $p<.05$). In equation 3, Organizational Citizenship Behavior (the dependent variable) was regressed on Organizational Commitment (the predictor) and the relationship was found to be significant ($B=.479$, $p<.01$). In equation 4, Organizational Citizenship Behavior (the dependent variable) was regressed on Organizational Culture (the predictor) and the relationship was found to be significant ($B=.266$, $p<.01$). In equation 5, Organizational Citizenship Behavior was simultaneously regressed on Organizational Commitment and Job Satisfaction. The relationship between Organizational Citizenship Behavior and Organizational Commitment was significant ($B = .301$, $p<.05$) but less than in equation 3 ($B = .479$). Thus, it proves that job satisfaction is the significant mediator of the relationship between Organizational Commitment and organizational citizenship behavior. In equation 6, Organizational Citizenship Behavior was simultaneously regressed on Organizational Culture and Job Satisfaction. The relationship between Organizational Citizenship Behavior and Organizational Culture was significant ($B = .194$, $p<.05$) but less than in equation one (4) ($B = .266$, $p<.05$). Thus, it proves that job satisfaction is the significant mediator of the relationship between Organizational Culture and organizational citizenship behavior.

6. CONCLUSION

The aim of the study was to explore the mediation effect of job satisfaction between Organizational Commitment, Organizational Culture and Organizational citizenship behavior. Analysis has shown a significant relationship among Organizational Commitment, Organizational Culture and Job Satisfaction, Job Satisfaction and Organizational citizenship behavior (OCB). This proves that Organizational Commitment, Organizational Culture are important determinants of job satisfaction and Organizational Citizenship Behavior (OCB). In addition, satisfaction of employees moderates relationship between job satisfaction and OCB. It can be concluded that if

management of organizations wants to have higher level of organizational citizenship behavior of their employees they have to satisfy them and they have to provide more benefits in Organizational Commitment, Organizational Culture . Simply it is quite important to be good at given Organizational Commitment, Organizational Culture to get higher degree of Job Satisfaction and Organizational Citizenship Behavior (OCB).

Limitations of the Study and Suggestions for Future Research

There are certain limitations of this study. First, the data rely on self-report and survey data. This runs the risk of response bias as respondents report what they think the researcher is looking for rather than what they think or feel. Second, we measured the variables at a single point in time. We acknowledge that the variables examined in this study are to be developed over time.

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