

## The relationship between organizational citizenship behavior and life satisfaction (Case study: Medical Science University of Isfahan, Iran)

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### Abstract

*In recent years, numerous studies have been done about branding and identifying constituent components of products brand equity. While, a few research can be found that the scope of their activities are related to tourism destinations brand. Strong brand of a regional tourism creates an identity for it. Greater value will achieve due to destination name, if formed identity in mind of tourists associate with more positive. Therefore, in this research, the relationship between the indicators of brand equity (including: brand awareness, brand Image, perceived quality, and brand loyalty) in point view of Konecnik and Gartner, attraction of tourist and tourism loyalty was measured. The questionnaires were distributed among 384 tourists in the province of Guilan. Path analysis and confirmatory factor analysis (CFA) method were used to test data and model of research. The results showed that attraction of tourist and brand Image have the greatest effect on tourism loyalty.*

**Keywords:** Brand equity, brand awareness, brand image, perceived quality, brand loyalty, tourist attraction, tourism loyalty, confirmatory factor analysis.

### Introduction

Most managers seek for employees working over the duties in their job description. They seek for those who go over expectations doing something, most willingly, which is not part of their official duties and obligations. Hence, we can say that their organizational citizenship behavior is high. In this regard, it seems employees who are more satisfied with their condition can be able to show extra role behavior or organizational citizenship behavior more than others<sup>1</sup>. Hence, the most important issue which has occupied the mind of many researchers is life satisfaction.

Cohen Kahn and Vigoda suggested that the organizational citizenship behavior would boost the organizational efficiency through many ways<sup>2,3</sup>. The initial research related to the organizational citizenship behavior was to identify the responsibility of employees' behaviors which were usually ignored and no attention was paid to them. Although, these behaviors were measured partially by traditional assessment of job performance or even ignored, were effective in organizational efficiency improvement<sup>4</sup>. Although OCB term, organizational citizenship behavior, first posed by Bootman and Organ, this concept has been derived from texts written by Barnard about willingness to cooperate as well as Katz and Kane studies in 70's and 80's decade about the performance, innovative and spontaneous behaviors beyond the role expectation. The innovative and spontaneous behavior dimensions are as follows: cooperation with others, organization protection, voluntary creative ideas, self-education, and keeping favorable attitude toward the organization<sup>5</sup>.

Yadgari and Organ indicated that the citizenship behavior refers to employees' desired behaviors<sup>6,7</sup>. Organ believes that the organizational citizenship behavior is a voluntary one having no directly relation to formal reward system in an organization. It has not designed to this one but it can evaluate the organization performance<sup>8</sup>. On the other words, the structure of the organizational citizenship behavior seeks to identify, manage and assess the extra role behaviors of employees working in the organization and having influence on organizational efficiency improvement<sup>6</sup>.

Podsakoff et al. suggested five dimensions in their studies<sup>9</sup>. They are as follows: self-sacrifice, manhood, sense of right and wrong/conscience, respect, honor/virtue. Sense of right and wrong or conscience is a situation in which the members of organization behave in a special manner or perform some specific behaviors. They work beyond the obligation and their minima duty level.

Manhood or masculinity means favorable, tolerable and conducive to patience without protest and dissent, tolerable to complications and problems. Self-sacrifice: it is another dimension of citizenship behavior, Altruism: (profitable to create intimacy, empathy, caring between colleagues). Eslami and Abolghasem Respected: indicates how to behave with colleagues, superiors and audience organization<sup>5</sup>.

The virtue of citizenship or honor: to participate in extracurricular activities, to support the progression and adjustments provided by managers of organization as well as inform others<sup>10</sup>. In this case, a good organizational citizenship

not only must take cognizance of the current issues of the organization, but also comment about them as well as try to solve them. Another concept seems to be important is life satisfaction. Life satisfaction means having cognitive-emotional evaluation about his/her own life. These evaluations consist of some emotional reactions toward events as well as having cognitive judgments about satisfaction and satisfying the demands and desires<sup>11</sup>.

Carr et al. suggested that the more the pleasurable, delightful life, the more the life satisfaction obtained. Satisfaction with work environment leads to innovation, creativity in work, increased services, staff turnover reduction, the increase in mental health as well as in physical health<sup>12, 13</sup>.

Various studies have shown that the dissatisfaction with work and organizational principles, as well as life dissatisfaction can lead to work absenteeism increase, industrial accident and accuracy reduction<sup>14</sup>. Jalali quoted a research from Meyers, et al. the results derived from this research shown that the unemployed, singles and those who were dissatisfied with their life were more vulnerable than the married and the employed ones when encountered the mental pressures<sup>15</sup>.

Vilela, et al. indicated that the self-controlling has a positive influence, both directly and indirectly, on the organizational citizenship behavior derived from individual- fitness-organization- vendors and job satisfaction<sup>16</sup>. He proved that the self-controlling plays an interface role between job satisfaction and the organizational citizenship behavior as well as the individual- fitness- organization and job satisfaction.

Another research conducted by Maleki indicated that the institutionalization and strengthening of organizational citizenship behavior can be influenced by job characteristics<sup>17</sup>. Promote organizational citizenship behavior principles is a beneficial investment that its interests containing individual, organization and society.

Nabizadeh et al. that showed a significant correlation of job experience and satisfaction with organizational commitment; but, no correlation was observed between job motivation and organizational commitment. These conclusions provide useful information for hospital officials to offer better services, using motivational drives for creating job satisfaction and organizational commitment<sup>18</sup>.

The results of another research showed that there is a meaningful relationship between organization climate dimension with corporate entrepreneurship and among organization factors; high correlation was obtained with satisfaction and agreement on procedures. Also, it can be claimed that tendency toward entrepreneurship in employees of Meshkin Shahr University is 11.1% in average level, 80.6% in high level and 8.3% in very highlevel<sup>19</sup>. The results of research of Droudi1 et al show that there is undeniable relation between committed strategy and social capital in the organization<sup>20</sup>.

Hence, the objective of this investigation is to survey the multiple relationships between the organizational citizenship behavior and life satisfaction of Medical Science employees of Isfahan. The hypotheses of this study are as follows: i. There is a relationship between the organizational citizenship behavior and the life satisfaction of Medical Science employees of Isfahan. ii. There is a correlation between the organizational citizenship behavior dimensions (self-sacrifice, manhood, sense of right and wrong/ conscience, respect, honor/ virtue) and the life satisfaction of Medical Science employees of Isfahan. iii. There is a correlation between demographic characteristics (age, curriculum vitae/ records, sex, degree) and the life satisfaction of Medical Science employees of Isfahan. iv. There is a relationship between demographic characteristics (age, curriculum vitae/ records, sex, degree) and the organizational citizenship behavior of Medical Science employees of Isfahan.

## Material and Methods

Correlation has been used in this research based on the purpose of Investigation. The population of the study is as follows: i. All Medical Science employees of Isfahan during 2010-2011. ii. Seven branches of deputy staff including: Deputy Director for support, health care, training, food and drug, research, student. iii. Schools of pharmacy, dentistry, medicine, health, nursing, rehabilitation, management and information

Totally, there were 1183 cases consisting of 645 males and 438 females. After a pilot study on 30 cases and the variance society determination in order to select sample using random sampling, 129 people were selected based on Cochran's logical formula as the investigation sample. The data collecting instruments were two questionnaires including Podsakoff and McKenzie standard questionnaire of organizational citizenship behavior consisted of 24 questions based on the Likert scale and Diener life satisfaction scale consisted of 5 items of seven levels. Since the organizational citizenship behavior questionnaire had been translated from Podsakoff one, some specialists in this field reviewed the text items several times in such a way that the face-content validity of translated text items to be in accordance with the university culture and structure. Shokrkon et al. calculated the questionnaire reliability using Cronbach's alpha. The reliability coefficient of questionnaire was calculated (total citizenship behavior, 0.88; Self-sacrifice, 0.70; Sense of right and wrong/ conscience, 0.90; Manhood, 0.79; Respect, 0.80; Honor/ virtue, 0.89)<sup>21</sup>.

The relationship between life satisfaction and many instruments has been measured in order to determine the validity of scale. Diener et al. reported that the correlation between satisfaction with life scale and other well-being instruments was satisfactory<sup>22</sup>. Alpha coefficient for questionnaire reliability of life satisfaction was 0.87; the test-retest reliability coefficient after two months was 0.82. In Iran, based on the investigation conducted by Mortazavi Cronbach's alpha coefficient was 0.85 and the test-retest reliability coefficient within six weeks was

0.84<sup>23</sup>.

The questionnaire validity was proved by some experts and specialist in educational science and education management of the Medical Science University of Isfahan in two forms including face validity and content validity. The questionnaire reliability related to organizational citizenship behavior and life satisfaction by Cronbach's alpha coefficient was 0.85 and 0.79 respectively. The organizational citizenship behavior is independent variable and life satisfaction is a dependent variable in this research. Before distributing the questionnaire, a preliminary sampling performed. Then the answer sheets were distributed. After gathering the answer sheets and collecting information, the data were analyzed by descriptive statistic method as well as the inferential one using SPSS17 software.

## Results and Discussion

The data driven from descriptive and inferential statistics have been analyzed in this section. Analyzing the descriptive statistics related to field information of respondents, it showed that 51 were females (0.39) and 87 were males (0.61). The highest percentage of respondents (48.5) was in age group between 40 and 43. The highest percentage of respondents (63.6) allocated to those who had 1-10 years curriculum vitae. 63 respondents (63.6) had bachelor degree.

**The first hypothesis:** there is a multiple correlation between the organizational citizenship behavior and life satisfaction. As we can see in table 1, the regression analysis shows that the determination coefficient is 0.34. On the other words, it can be explained better by considering 0.34 of changes and score variance related to life satisfaction using independent variable which means the organizational citizenship behavior. As it can be observed in table 1 the value of F based on degrees of freedom 97 is meaningful in  $\alpha = 0/05$ . Hence, it can be

generalized the determination coefficient to the community. As table-2 indicates, the independent variable entered in the simultaneous regression equation containing the standardized Beta coefficient equals to 0.38 having the independent variable power related to life satisfaction for the organizational citizenship behavior variable. The regression equation extracted from the simultaneous regression is as follows: (dependent variable) life satisfaction= 0.38 (the organizational citizenship behavior).

**The second hypothesis:** There is a multiple relationship between the organizational citizenship behavior components (self-sacrifice, manhood, sense of right and wrong/ conscience, respect, honor/ virtue) and life satisfaction.

As it is provided in table-3, the determination coefficient related to multiple regression analysis is 0.38. In the other words, 38 the percentage of changes as well as the variance of scores related to life satisfaction can be explained better by combination of independent variables like self-sacrifice, manhood, sense of right and wrong/ conscience, respect, honor/ virtue. As see in table-5 the value of F with 93 as degree of freedom are meaningful in  $\alpha = 0/05$ . Hence, it can be generalized the determination coefficient to the community. As it can be seen in table-4, among the five independent variables entered in the simultaneous regression equation, four variables contained the meaningful predictive power related to life satisfaction. They are as follows: The standardized beta coefficient of honor/ virtue is 0.26. The standardized beta coefficient of sense of right and wrong/ conscience is 0.38. The standardized beta coefficient of manhood is 0.38. The standardized beta coefficient of self-sacrifice is -0.16. The regression equation extracted from the simultaneous regression is as follows: (The dependent variable) life satisfaction= 0.26 (honor/ virtue) + 0.38 (conscience) + 0.38 (manhood) - 0.16 (self-sacrifice).

**Table- 1**  
**Multiple regression analysis for predicting life satisfaction through independent variable**

Pattern	Statistical indices Source of changes	Sum of squares	df	Mean squares	F	Significant
simultaneous	regression	2.72	1	2.7	16.36	0.000
	The remaining	16.15	97	0.167	-	
	total	18.88	98	-	-	-

$R^2=0.34$ ,  $R=0.48$

**Table- 2**  
**The standard and non-standard simultaneous regression coefficient to predict the life satisfaction**

Pattern	Statistical indices Research variables	Non-standardized beta coefficient	Standard error	Standardized beta coefficient	T	Significant
simultaneous	constant	1.61	0.55	-	2.9	0.005
	The organizational citizenship behavior	0.58	0.14	0.38	4.04	0.00

**Table- 3**  
**Multiple regression analysis to predict life satisfaction through independent variable**

Pattern	Statistical indices Source of changes	Sum of squares	df	Mean squares	F	Significant
Simultaneous	regression	7.241	5	1.44	11.57	0.000
	The remaining	11.63	93	0.12	-	-
	total	18.88	98	-	-	-

$R^2=0.38$ ,  $R=0.61$

**Table- 4**  
**The standard and non-standard simultaneous regression coefficient to predict the life satisfaction**

Pattern	statistical indices research variables	Non-standardized beta coefficient	Standard error	Standardized beta coefficient	T	significant
Simultaneous	constant	0.77	0.53	-	1.45	0.149
	Honor/virtue	0.19	0.07	0.264	2.73	0.007
	conscience	0.46	0.11	0.38	4.19	0.000
	manhood	0.32	0.06	0.38	4.65	0.000
	Self-sacrifice	-0.14	0.07	-0.16	-2.97	0.008
	respect	-0.004	0.07	-0.005	-0.05	0.9

**Table- 5**  
**Comparing research variables among the employees in terms of gender variable**

Statistical indices variables	Levine test				
	F	significant	T	df	significant
Organizational citizenship behavior	0.09	0.75	-1.06	97	0.29
Life satisfaction	3.67	0.058	0.76	97	0.44

**Table-6**  
**Comparing research variables among the employees considering the employment type**

Statistical indices variables	Levine test				
	F	Significant	T	Df	Significant
Organizational citizenship behavior	0.52	0.47	-1.58	97	0.11
Life satisfaction	1.8	0.18	-1.13	97	0.26

**Table- 7**  
**Analyzing the variance of research variables with respect to education**

Variables	Changes resource or source of variations	Sum of squares	Df	Mean square	F	Significant
Organizational citizenship behavior	Between groups	0.26	93	0.088	1.1	0.35
	Within groups	7.6	95	0.08	-	-
	total	7.8	98	-	-	-
Life satisfaction	Between groups	0.12	3	0.04	0.21	0.88
	Within groups	18.75	95	0.19	-	-
	total	18.88	0.98	-	-	-

**Table -8**  
**Analyzing the variance of research variables with respect to age**

Variables	Changes resource or source of variations	Sum of squares	Df	Mean square	F	Significant
Organizational citizenship behavior	Between groups	0.44	2	0.22	2.48	0.06
	Within groups	7.42	96	0.07	-	-
	total	7.86	98	-	-	-
Life satisfaction	Between groups	0.42	2	0.21	1.09	0.33
	Within groups	18.46	96	0.19	-	-
	total	18.88	98	-	-	-

**Table 9**  
**Analyzing the variance of research variables considering curriculum vitae**

Variables	Changes resource or source of variations	Sum of squares	DF	Mean square	F	Significant
Organizational citizenship behavior	Between groups	0.11	2	0.056	0.68	0.57
	Within groups	7.75	96	0.08	-	-
	Total	7.86	98	-	-	-
Life satisfaction	Between groups	0.24	2	0.12	0.64	0.52
	Within groups	18.63	96	0.19	-	-
	total	18.88	98	-	-	-

**The third and forth hypotheses:** There is a difference between the Organizational citizenship behavior and life satisfaction according to demographic variables (gender, education, employment type, curriculum vitae and age).

As we see in table 5, the pre-hypothesis variance equality related to two gender groups has been proved in two research variables ( $\alpha < 0/05$ ). Consequently, it is referred to T statistic assuming the equality of variance. There is no difference between the organizational citizenship behavior and life satisfaction of Isfahan Medical Science employees according to gender variable ( $\alpha < 0/05$ ).

As we see in table 6, the pre-hypothesis variance equality related to two groups of employment type has been proved in two research variables ( $\alpha < 0/05$ ). Consequently, it is referred to T statistic assuming the equality of variance. There is no significant difference between the organizational citizenship behavior and life satisfaction of Isfahan Medical Science employees according to employment type variable ( $\alpha < 0/05$ ). As we see in table-7, there is no significant difference between the organizational citizenship behavior and life satisfaction considering quartet educational groups ( $\alpha < 0/05$ ). As we see in table 8, there is no significant difference between the organizational citizenship behavior and life satisfaction considering the age group threefold ( $\alpha < 0/05$ ). As it can be seen in table 9, there is no significant difference between the organizational citizenship behavior and life satisfaction considering the three groups of curriculum vitae ( $\alpha < 0/05$ ).

The findings derived from last studies considering the multiple relationships between the organizational citizenship behavior and life satisfaction of employees, have been proved to some

extent by the results derived from current investigation. This research shows that there is a significant correlation between the organizational citizenship behavior and life satisfaction of workforce. On the contrary, there is no significant relationship among demographic characteristics, life satisfaction and the organizational citizenship behavior.

As shown in table 1, the determination coefficient related to multiple regression analysis is 0.38. In the other words, 38 the percentage of changes as well as the variance of scores related to life satisfaction can be explained better by the independent variables means the organizational citizenship behavior. As we see in table 1 the value of F as well as 97 degrees of freedom are meaningful in  $\alpha = 0/05$ . Hence, it can be generalized the determination coefficient to the community.

There is a significant relationship between the organizational citizenship behavior and life satisfaction \_of the first hypothesis (the relationship between the organizational citizenship behavior and life satisfaction). These results are in accord with similar results derived from research conducted by Organ, Ryan, Maleki, Shokrkon et al<sup>7,17,21</sup>.

General factor affecting the effectiveness of spirit has been considered by Organ and Ryan as a foundation of staff satisfaction, organizational commitment, perception of justice and perception of leadership support. Some investigations carried out by researchers, in this respect; show that there is a significant relationship between them and the organizational citizenship behavior indicating the importance of these variables in determining the organizational citizenship behavior. (Even though the correlation is difference). The relationship between job satisfaction, the organizational civil behavior and job

performance in employees was studied by Shokrkon et al<sup>19</sup>. Their results showed that there was a high and stable correlation between job satisfaction and OCB ( $r_1 = 0.57$  and  $r_2 = 0.54$ ).

As we can see in table-2 the independent variable entered in the simultaneous regression equation containing the standardized Beta coefficient equal to %38 having the independent variable power related to life satisfaction for the organizational citizenship behavior variable. As for results derived from second hypothesis, it can be claimed that there is a meaningful relationship between the organizational citizenship behavior (self-sacrifice, manhood, sense of right and wrong/ conscience, respect, honor/ virtue) and life satisfaction. These results are in accord with similar results derived from research conducted by Podsakoff<sup>9</sup>, Hosseini<sup>18</sup> and Yadegari<sup>6</sup>.

Podsakoff stated<sup>9</sup> that there was a significant relationship between all three types of job characteristics including literature theory for leadership substitutes (job feedback, repetitive job, intrinsic job satisfaction) and various dimensions of organizational citizenship behavior (altruism, courtesy, conscientiousness, manhood and social customs). A case in point, there was a positive relationship between job feedback, intrinsic job satisfaction and the organizational citizenship behavior. On the contrary, there was a negative relationship between repetitive job and OCB (organizational citizenship behavior).

The study by Hosseini entitled as equitable division of responsibilities in the family showed that self-sacrifice and devotion are highlighting factors can lead to a sense of satisfaction. On the other words, having the spirit of self-sacrifice is a process makes the person full of satisfaction<sup>18</sup>.

The relationship between self-sacrifice and life satisfaction was a research carried out by Yadegari among the nurses working in Shahid Beheshti hospitals<sup>6</sup>. The findings showed that there was a positive and significant relationship between self-sacrifice and life satisfaction. There was also a positive and significant relationship between life satisfaction and three cognitive, emotional and behavioral dimensions of self-sacrifice.

As shown in table-3, the modified determination coefficient related to multiple regression analysis is 0.38. In the other words, 38 the percentage of changes as well as the variance of scores related to life satisfaction can be explained better by combination of independent variables like self-sacrifice, manhood, sense of right and wrong/ conscience, respect, honor/ virtue. As we see in table-5 the value of F as well as 93 degrees of freedom are meaningful in  $\alpha = 0/05$ . Hence, it can be generalized the determination coefficient to the community.

As for results derived from third hypothesis, it was not confirmed. The results proved that there was no significant relationship between demographic characteristics including age,

curriculum vitae, gender, academic or college degree and life satisfaction among the staff of Medical Science University, Isfahan. Hence, there is a loose relation between demographic characteristics and life satisfaction of university staff. For example, the results derived from research carried out by Sadeq Moqadam et al Campl and et al and Diener were in accord with results derived from current investigation<sup>14, 20, 21</sup>.

The study by Sadeq Moqadam and et al entitled as "marital satisfaction among two groups of women including housewives and those who are employed as well as their husbands" conducted in Gonabad showed that there was no significant difference between life satisfaction and educational levels in both men and women<sup>14</sup>.

Cample et al showed that the demographic characteristics (age, gender, educational level, marital status) formed less than %20 of the variance having influence on happiness<sup>22</sup>.

In general, most researches carried out in the fields of happiness and life satisfaction showed that there was no considerable difference between both genders. As we see in table 4, among the five independent variables entered in the simultaneous regression equation, four variables contained the meaningful predictive power related to life satisfaction. They are as follows: The standardized beta coefficient of honor/ virtue is 0.26. The standardized beta coefficient of sense of right and wrong/ conscience is 0.38. The standardized beta coefficient of manhood is 0.38. The standardized beta coefficient of self-sacrifice is -0.16.

As we see in table-5, the pre-hypothesis variance equality related to two gender groups has been proved in two research variables ( $\alpha < 0/05$ ). Consequently, it is referred to T statistic assuming the equality of variance. There is no significant difference between the organizational citizenship behavior and life satisfaction of Isfahan Medical Science employees as for employment type variable ( $\alpha < 0/05$ ).

As we can see in table 6, the pre-hypothesis variance equality related to two groups of employment type has been proved in two research variables ( $\alpha < 0/05$ ). Consequently, it is referred to T test assuming the equality of variance. There is no significant difference between the organizational citizenship behavior and life satisfaction of Isfahan Medical Science employees as for employment type variable ( $\alpha < 0/05$ ).

As we see in table 7, there is no significant difference between the organizational citizenship behavior and life satisfaction considering quartet educational groups ( $\alpha < 0/05$ ). As we see in table 8, there is no significant difference between the organizational citizenship behavior and life satisfaction considering the age group threefold ( $\alpha < 0/05$ ). As we see in table 9, there is no significant difference between the organizational citizenship behavior and life satisfaction considering the three groups of curriculum vitae ( $\alpha < 0/05$ ).

In accordance with results derived from forth hypothesis, it was not confirmed. Factually speaking, the results indicated that there is no significant relationship between demographic characteristics including age, curriculum vitae, gender, academic or college degree and life satisfaction among the staff of Isfahan, Medical Science University. Hence, there is a loose relation between demographic characteristics and life satisfaction of university staff. In other words, the organizational citizenship behavior is not affected by demographic characteristics considering the current results derived from. These results are in accord with similar results derived from research carried out by Yalmaz and Tasdan and Bakhshipour et al<sup>25,26</sup>.

A research entitled organizational citizenship and organizational justice carried out by Yalmaz and Tasdan of elementary schools in Turkey. The findings showed that teachers' perceptions of citizenship behavior were not variable considering gender, case study, and superiority but their perceptions of organizational justice were variable considering the superiority. The perceptions were not variable considering gender and case study.

A research conducted by Mortazavi and Khishtandar showed that there was no correlation between variables like age, educational level, curriculum vitae and the organizational citizenship behavior<sup>27,28</sup>. In fact, the correlation coefficient derived from was accidental. Chi-square test was used to evaluate some variables including gender, major and employment type. Null hypothesis was accepted, in this research, based on the independence of two variables. There was no significant relationship among these variables.

Results derived from researches, it is suggested that managers try to satisfy the workforce's needs and expectations which have a mediating role in life satisfaction in order to increase their satisfaction as much as possible. Managers are also suggested to identify the factors having influence on the life satisfaction of employees during periods held for them. It is also better to explain the performance methods to the managers in order to make them able to face these factors.

## Conclusion

There is undeniable relation between organizational citizenship behavior and life satisfaction in the organizations between components of organizational citizenship behavior and the life satisfaction. So it can be concluded that there has been considerable growth in research on correctional staff. This literature has shown that correctional staff affects the workplace and the correctional workplace affects staff. While many areas of working in institutional corrections have been explored, there are many other areas that still need to be investigated. This study examined the relationship between organizational citizenship behaviors and job satisfaction. Organizational

citizenship behaviors are efforts by employees above and beyond what is expected.

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