

## Structural equations modeling of relations between job satisfactions, job exhaustion, organizational commitment and organizational citizenship behavior of faculty of Islamic Azad University of Khorasgan (Isfahan)

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**Abstract:** the current study aims to determine relationships and structural equations modeling of relations between job satisfaction, job exhaustion, organizational commitment and organizational citizenship behavior of faculty of Islamic Azad University of Khorasgan (Isfahan). method of the current study is descriptive – correlative. Statistical community of the study composed of faculty of Islamic Azad University of Khorasgan (Isfahan) in number of 310 people which equivalent sample size was calculated 167 people by using Cohen, Manion and Morison’s determination table of sample size (2000), sampling method is stratified random one. the study findings showed that there is a significant relationship between each variable of job satisfaction, organizational commitment and organizational citizenship behavior ( $p \leq 0.01$ ) but there is not a significant relationship between job exhaustion and organizational citizenship behavior ( $p \leq 0.01$ ). Structural equations modeling related findings showed that job satisfaction has a direct effect on job exhaustion and organizational citizenship behavior and also has an indirect effect on job exhaustion and organizational citizenship behavior through organizational commitment as a mediator variable. this paper tries to investigate simple relationships (correlation) and cause relationships (Structural equation modeling) between job satisfaction, organizational commitment, job exhaustion and organizational citizenship behavior. And importance of this article is due to research activities in Iran do not provide enough information about the level, magnitude of the relationships among variables and how they are.

[Najmeh Amin Javaheri and Narges Saeidian. **Structural equations modeling of relations between job satisfactions, job exhaustion, organizational commitment and organizational citizenship behavior of faculty of Islamic Azad University of Khorasgan (Isfahan).** *Life Sci J* 2013;10(3s):114-123]. (ISSN: 1097-8135). <http://www.lifesciencesite.com>. 15

**Keywords:** job satisfaction, organizational commitment, job exhaustion, organizational citizenship behavior, structural equation modeling

### Introduction:

In today world, educational institutions particularly high education centers and universities are large and complex organizations which communicate with work force more than others, as they are in charge of training professional and effective people for the society, have a high sensitivity. Therefore, the most literate and most qualified people serve in research and education and are organized in some groups known as faculties. As faculties are the most valuable resource and the most important investment in universities, they have the most basic role in mobility and positive interactions of organization and university. Universities as scientific organizations as well as productive organizations pay attention to this issue to increase the level of qualitative and quantitative production and try to create more effective faculties by meeting their material and spiritual needs, since true university will not be achieved without them (Mokhtaripour & Siadat, 2004). In summary it can be said universities as organizations which aim to train professionals beside production of knowledge, require paying attention to their faculties more than any organization. This attention results in revealing their strengths and weaknesses and is considered as an introduction of their scientific development and achieving goals. What is certain is that training professionals for the future generation requires strong and capable faculties in

universities which are capable both in training and research. The reputation of educational institutions depends on reputation of their faculties (Mohammadi, 2010). Hence, today one can say that efficiency of faculties is the most manifest indicator of achievement and development of university. As management in organization is the most important resource and key of improving efficiency, it is necessary for managers of educational groups of universities to prevent their job exhaustion and provide their satisfaction through principle planning in scientific, educational and administrative aspects by creating an appropriate environment and desired material and spiritual conditions (Mokhtaripour & Siadat, 2004).

Researchers have always been interested in employees’ job behaviors which impact on efficiency of organization performance. In the past, researchers focused on employees’ inter-role performance in their studying on the relationship between job behaviors and organization efficiency. Inter-role performance refers to some job behaviors which have been stated in duties and official roles of an organization and are recognized and awarded by organization’s official system. Almost one and a half decades ago, researchers distinguished between inter-role and trans-role performances. Trans-role performance means some job behaviors which are more than official roles of employees which are doing voluntarily and help

organization to achieve its goals (Hui & Law, 1993). Researchers emphasize on the effect of trans-role performance on organization efficiency, therefore they try to conceptualize these behaviors (Norouzi, 2009).

Batman & oregan (1998) believe that the most common conceptualization made about trans-role behaviors is organizational citizenship behavior. Due to the high capability of this variable to impact on efficiency, it has been studied a lot, in recent 15 years (Fatahi & Azami, 2008). For the first time, Batman & Oregan (1983) defined the term, organizational citizenship behavior (OCB<sup>1</sup>) as: some useful behaviors which have b not been mentioned in main duties but employees do them very obviously to help others and increase organization efficiency (Senobari, 2008).

Also, on the other word, it is a series of voluntary behaviors which is not a part of individual's main duties, but though are done by him and cause to improve tasks and roles of organization, efficiently (Appelbaum & Bartolomucci & Beaumier & Boulanger & Corrigan & Dore & Girard & Serroni, 2004, p. 19). If employees participate in organizational citizenship behaviors and improve them, job position will become more efficient and works will be easier (Jeweett & Scholar, 2006).

According to experts' conceptualizations of organizational citizenship behavior, a conceptual model of evolution of behavior variables is given in table 1.

**Table 1:** evolution of organizational citizenship behavior variables (Hoveyda & Naderi, 2008, p. 108)

Smith et al 1983	Anderson 1983	Oregan 1988 PoudsaCkof 1991	Lambert 2000
Altruism	OCB-I	Courtesy Magnanimity	Loyalty
		Altruism Humor	Partnership
General Admission	OCB-O	Deontology	Obedience

Dual classes of basic models of organizational citizenship behavior have been recognized which are as follow: first model is some behaviors called OCBO which are benefited by organizations commonly (That is, protection of organization assets, promotion, obedience, and deontology).

Second model is called OCBI which is directly benefited by certain people and it is indirectly used as a tool to help organization (Muhammad, 2004, p. 58).

On the other hand, studying on job satisfactions of university professors is very important, considering the importance and influence of this segment of society. One of the effective factors in efficiency of university professors is their job satisfaction. Job satisfaction is a positive or desired sense which is a consequence of individual's job evaluation or experience. Job satisfaction leads to increase efficiency and one make him committed to the organization, guarantees his physical and mental health, elevate his mood, and learn job skills quickly (Moghimi 1998).

As optimum utilization of employees' capabilities is one of the primary goals of organization, satisfaction within employees can play a fundamental role. Therefore, employees' satisfaction has a high importance and paying attention to it has an undeniable role in organization efficiency (Edris & Raesi, 2004).

Ferred Lotanser knows job satisfaction as a positive emotional state which is the result of individual's evaluation of job with his work experiences. He also adds "job satisfaction is the result of employees' perception of what is important in his vision and the job has provided them well" (Tahrir, Ebadi, Tofighi, Karimi and Honarvar, 2010, p. 24). Also, one can consider it as a relationship between personal roles and personal needs. Satisfaction is desired when organization expectations correspond to individual's needs and tendencies. In general, when a person has a high job satisfaction in an organization, positive consequences are followed such as increasing individual's efficiency, organizational commitment, ensuring his physical and mental health, elevating his mood, increasing his satisfaction of life and increasing the rate of new job skills (Tajik, 2012).

Also, one can say that one of the factors affecting on efficiency of university professors is job satisfaction. Job satisfaction leads to increase efficiency and one make him committed to the organization, guarantees his physical and mental health, elevate his mood, and learn job skills quickly (Maleki & Pourahmad, 2007).

The relationship between job satisfaction and organizational citizenship behavior have been studied by many researchers like Poudskaf, McKensy, Pean & Pachrakh (2000) and have been documented in the existing references well. Therefore, many evidence shows that there is such relationship and it can be concluded that there is job satisfaction as much as possible in some organizations where organizational citizenship behavior is common (Rasti Doust & Asadian, 2010).

Therefore, according to organizational citizenship behavior, some factors should be recognized which cause it not happen and some strategies should be considered to remove them. One of the key factors in not make it true is job exhaustion in workplace. People who have job exhaustion effect on colleagues negatively by conflicting with them and disrupting the work environment. As organizational citizenship behavior help organization efficiency, directly, one can say that job exhaustion leads to reducing

<sup>1</sup> Organizational citizenship behavior

organizational citizenship behavior and consequently reducing individual performance (Poudsakof, McKensey & Oregan, 2006). Job exhaustion, for the first time, was defined by "Froidenberger" in 1970s when he observed symptoms of exhaustion in employees. He called this phenomenon, mental physical dementia syndrome which is created in people working in assistance professions who spend a lot of working time with others closely. Therefore, one can say that job exhaustion is a state of physical, emotional and mental fatigue which is created due to continuous emotional stress driven from long term and massive contact with customers (Parsa Moein & Shakeri Nia, 2010).

Psychologists do not reach an agreement about definition of job exhaustion. Some know it as job stress; "Pains & Oronson" (1981) know it as the most major unavoidable consequent of job stress which continues until stress is removed (Mirghobad, 2010).

In fact, job exhaustion in a type of mental exhaustion which is associated with mental stress or pressures related to job and work environment. It relates to stressful stimuli like having a huge amount of customers in one time, not having enough time or lack of support or acknowledgement. Reaching to situation of organizational citizenship behavior depends highly on psychological components. Organizational citizenship behavior will have a desired quality when all factors and conditions required are provided to implement this type of behavior. On the other word, job exhaustion is a delay response to chronic emotional and interpersonal stressful factors of jobs (Abdieh, 2009).

On one hand, organizational commitment has a direct relationship with organizational citizenship behavior and also job satisfaction. As Heads (1992) points out committed people has a higher level of job satisfaction and lower level of absence and turnover. When a person satisfies with his job, he does his tasks more carefully and not only he is not tired of his job, but he will be happy with doing it (Khanifar, Jandaghi, Shariati, Zarvandi, 2009).

Commitment thought is a basic subject in management literature. This thought is one of the Islamic values on which organization relies and employees are evaluated according commitment criterion. Managers often believe that commitment has a full necessity for organization efficiency. Managers should maintain and develop employees' commitment (Micheal, 1978; quoted by Shekar Shekan, 2004).

Organizational management is an attitude represents this point that how much do organization member adapt themselves with the organization where working for. A person, who has a high organizational commitment, stays in the organization and accepts its goals and makes effort to reach those goals very much. Organizational commitment is an attitude which reflects person's tendency to remain loyalty to the organization in the workplace (Lee & Henderson, 1996, p. 23). In this definition, subcomponents of organizational commitment have been defined as

conviction to the organization goals and values, tendency to more effort for the organization and high tendency to stay in it. Many authors state that there is a direct strong relationship between organizational commitment and job satisfaction, therefore it is expected that increasing organizational commitment causes to increase organizational citizenship behavior. A person who has loyalty to the organization, compatibility with organizational goals and values and interested in maintain organizational membership who work more than prescribed duties can be an important factor in organization efficiency. Presence of such person in the organization is associated with increasing the level of performance and lowering the level of absence, delay and turnover (Hosseini & Skandari & Shaghayegh, 2011).

Organizations particularly in third world countries which require a huge jump on efficiency have to provide conditions so that employees and managers work safely to reach organization goals. This will happen when principles related to organizational citizenship behavior is identified and some required conditions are provided to implement such behaviors. Today world is changing very rapidly and globalization is a phenomenon which led organizations go further from national and regional boundaries and enter into international competition. In between, organizations seek for new approaches to maximize their employees' performance and effort to appear more strongly (Ebrahimpour, Khalili & Habibian, 2011).

As universities, today, cannot reach to their goals only through official duties of professors (Boglar & Somech, 2005), accordingly, it should be accepted that OCB of professors is necessary for universities which concern about continuous efficiency (Dipaola & Hoy, 2005).

In fact, educational institutions, today, face to new challenges; as working in a complex and competitive condition is a basic features of educational organizations (Vigoda, Godet, Been, Birman, Shemesh & Somech, 2007).

Hence, totally one can say that organizational citizenship behavior in educational institutions, particularly among professors is a basic need of educational system in all countries (Soleymani & Seiri, 2010).

Studying on organizational citizenship behavior of faculties is important due to four reasons (Oplatca, 2009):

1. Emphasizing on organizational citizenship behavior can minimize conflicts driven from ambiguity in job expectations.
2. Organizational citizenship behavior reduces need to devoting scarce resources through emphasizing on trans-job behaviors.
3. Educational institutions can make an environment in which organizational citizenship behavior is encouraged and facilitated and increase these facilitators and decrease its obstacles.

4. It makes an opportunity for managers of higher education to have a deeper perception of organizational citizenship behaviors and job and organizational variables.

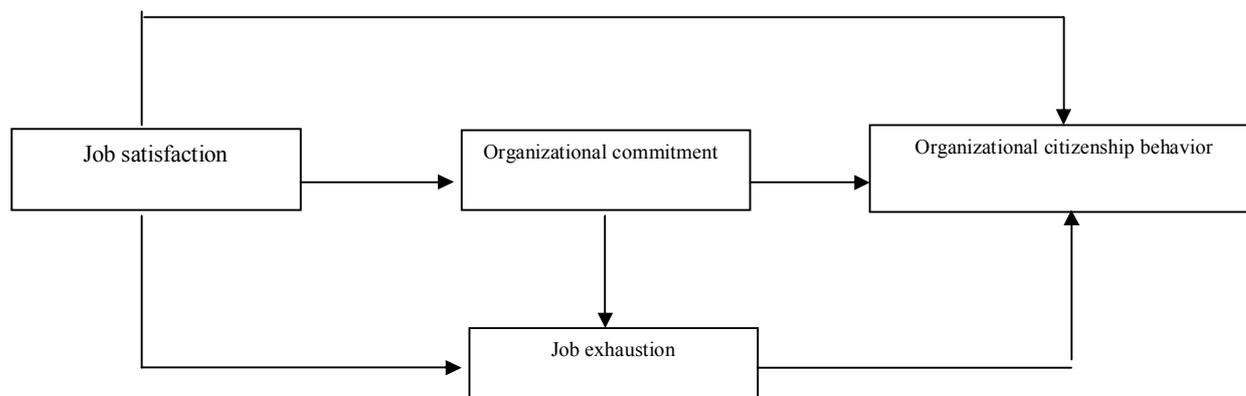
Many authors such as Chen, Hiyon, Sejo (1998) and Karamiaba (1989) found the effect of organizational citizenship behavior on organizations' achievement. Gorge (1996) believes that attention to organizational citizenship behaviors is important in organizations due to they are not able to expect a wide range of required behaviors make true through main duties. Clintment & Wandenber (2000) state that citizenship behaviors equip organization with more resources and reduce the need to costly official mechanisms.

Oregan (1988) believes that university professors try to correct their performance while doing university activities and play their role very well, if the above features are emphasized. In Joute, Sckolar & Miller's point of view (2006), it is assumed that if professors participate in organizational citizenship behaviors and improving them, job situation will become more efficient and works will be done easier. Poudsakof, Mourman & Fitter (1997) point out to seven functions of organizational citizenship behavior. In their point of view, organizational citizenship behavior:

- 1- Leads to increase managerial cooperation and productivity.

- 2- Reduces the need to advocate scare resources to maintain organization resources and also monitoring, controlling implementation and doing duties.
- 3- Causes to release resources to gain goals.
- 4- Facilitates coordination of activities between team members and working teams.
- 5- Enables organization to employ and maintain some employees with high quality through making work environment more desired.
- 6- Increase organizational performance by decreasing variability in performance of work departments.
- 7- Increase organization capability in adapting with environmental changes.

According to what is discussed, the following assumptions are shown in form of study theoretical model in figure 1. the current study aims to investigate the relationships between job satisfaction, job exhaustion, organizational commitment and organizational citizenship behavior of faculties of Islamic Azad University of Khorasgan (Isfahan) based on structural equation modeling.



**Figure 1 :** conceptual model of study

#### Study hypothesis:

1. There is a relationship between job satisfaction, job exhaustion, organizational commitment and organizational citizenship behavior of faculty of Islamic Azad University of Khorasgan.
2. Job satisfaction has the capability to anticipate organizational citizenship behavior of faculty of Islamic Azad University of Khorasgan.
3. Job exhaustion has the capability to anticipate organizational citizenship behavior of faculty of Islamic Azad University of Khorasgan.

4. Organizational commitment has the capability to anticipate organizational citizenship behavior of faculty of Islamic Azad University of Khorasgan.

#### Study question:

1. How is the casual model of relationships between job satisfaction, job exhaustion, organizational commitment and organizational citizenship behavior?

#### Study methodology:

The method of current study is descriptive – correlative. It can be known as a casual research according to the subject and plan which seeks for presumption of the casual relationships in addition to analysis of the relationships between variables (Gal et al, 2010).

In these relationships, in addition to discovering direct and indirect coefficients of variables effects on each other, capability and form of the model have been introduced based on some indicators of evaluating the model by using structural equations model (Nadi et al, 2009). Statistical population of the current study included all faculties of Islamic Azad University of Khorasgan (Isfahan) in number of 310 people. From this, 167 people were selected with stratified random sampling according to the size by using the size determination formula of Cohen, Manion & Mourison (2000). 167 questionnaires were distributed from which 153 questionnaires were returned; therefore the rate of questionnaire rate was 91%.

#### Study instrument:

In this study, valid questionnaires were used to collect data which are as follow:

1. Job satisfaction questionnaire: JDI standard questionnaires of Smith Kenthal & Haline (1969) was used to measure job satisfaction which contained 48 closed questions in Likrit's five degree range (absolute disagree = 1 to absolute agree = 5). The validity of questionnaire was calculated 0.79 based on Cronbach's alpha.

2. Job exhaustion questionnaire: Mezljaj's standard questionnaire (1981) were used to measure job exhaustion which contains 22 questions in a seven degree range (never = 1, few times per year = 2, once in a month = 3, few times per month = 4, once in a week = 5, few times per week = 6, everyday = 7). The validity of questionnaire was calculated 0.81 based on Cronbach's alpha.

3. Organizational commitment questionnaire: Mooday, Stizer & Porter's standard questionnaire (1979) were used to measure organizational commitment which contains 15 questions in a seven degree range (absolutely disagree = 1, absolutely agree = 7). The validity of questionnaire was calculated 0.85 based on Cronbach's alpha.

4. Organizational citizenship behavior questionnaire: Poudskaf et al's standard questionnaire (1990) were used to measure organizational citizenship behavior which contains 24 questions in a seven degree range (very little = 1, very much agree = 7). The validity of questionnaire was calculated 0.84 based on Cronbach's alpha.

#### Data analysis:

In this study, statistics were used on two descriptive level (frequency, percentage and average) and inferential level of Pierson's correlation test, step by step regression and structural equations model. Also all analysis was done by SPSS 16.5 and Lisrel 8.5 software.

#### Results:

Hypothesis 1: there is a relationship between job satisfaction, job exhaustion, organizational commitment and organizational citizenship behavior of faculties of Islamic Azad University of Khorasgan.

**Table 2:** correlation coefficient between job satisfaction, job exhaustion, organizational commitment and organizational citizenship behavior

Criterion variable Statistical indicator	Organizational citizenship behavior		
	Correlation coefficient	Correlation coefficient square	Level of significance
Anticipation variable			
Job satisfaction	0.416**	0.173	0.001
Job exhaustion	-0.136	0.018	0.106
Organizational commitment	0.219	0.048	0.007

According to findings in table 2, correlation coefficient between job satisfaction and organizational citizenship behavior in on a significant level ( $p \leq 0.01$ ) ( $r = 0.416$ ), therefore there is a statistical significant relationship between job satisfaction and organizational citizenship behavior. Correlation coefficient between job exhaustion and organizational citizenship behavior in on a significant level ( $p \leq 0.106$ ) ( $r = -0.136$ ), therefore there is a statistical significant relationship between job exhaustion and organizational citizenship behavior. Also there is a significant relationship between organizational

commitment and organizational citizenship behavior ( $p \leq 0.007$ ) ( $r = 0.048$ ), therefore there is a statistical significant relationship between organizational commitment and organizational citizenship behavior. Also, coefficients of determination of job satisfaction, job exhaustion and organizational commitment are 0.173, 0.018 and 0.048, respectively and this means variances of aforesaid aspects are common with organizational citizenship behavior in amount of 17.3, 1 and 4 percent, respectively.

Hypothesis 2: job satisfaction is capable to anticipate organizational citizenship behavior of faculties.

**Table 3:** the results of step by step regression to anticipate organizational citizenship behavior through job satisfaction

Steps	Anticipation variables	R	R <sup>2</sup>	Adjustment R <sup>2</sup>	F	$\beta$	Correlation t	B	Standard error	Significance level
First	Payroll	0.416	0.173	0.168	31.213	.0416	5.587	1.083	0.194	0.001

Findings in table 3 show that the best anticipator among studying variables in the regression, was organizational citizenship behavior through job satisfaction in the first step. Also findings indicate that Beta coefficient increases 0.416 organizational citizenship behaviors of faculties per increasing one unit in payroll.

Anticipation equation of second hypothesis is as follow:

Organizational citizenship behavior of faculties = constant coefficient (85.527) + payroll (1.083)

Hypothesis 3: job exhaustion has the capability to anticipate organizational citizenship behaviors of faculties of Islamic Azad University of Khorasgan.

**Table 4:** the results of step by step regression to anticipate organizational citizenship behavior through job exhaustion

Steps	Anticipation variables	R	R <sup>2</sup>	Adjustment R <sup>2</sup>	F	$\beta$	Correlation t	B	Standard error	Significance level
First	Emotional exhaustion	0.225	0.050	0.044	7.443	0.225	5.587	-0.521	0.351	0.007
Second	Emotional exhaustion Lack of personal fulfillment	0.280	0.078	0.065	5.865	-0.314 0.189	-3.397 2.044	-0.727 0.482	0.191 0.236	0.001 0.043

P<0.01

Generally, findings in table 4 show that the best anticipator among studying variables in the regression, was organizational citizenship behavior in the first step, job exhaustion and in second step, emotional exhaustion in addition to lack of personal fulfillment. According to the results of analysis of step by step regression, the relationship between organizational citizenship behavior, emotional exhaustion and lack of personal fulfillment was significant. Accordingly, in the first step, emotional exhaustion coefficient explains 5 percent of variance of organizational citizenship behavior and in second step, emotional exhaustion and lack of personal fulfillment explains 7.8 percent of variance of organizational citizenship behavior. The observed F in the level of  $p < 0.01$  was significant, therefore this regression can be generalized to the statistical population.

Also findings show that Beta coefficient decreases organizational citizenship behavior of faculties 0.314 units per increasing one unit of emotional exhaustion and increases organizational citizenship behavior of faculties 0.189 units per increasing one unit of lack of personal fulfillment.

Anticipation equation of hypothesis 11 is given as follow:

Organizational citizenship behavior of faculties: constant coefficient (126.696) + emotional exhaustion (- 0.727) + lack of personal fulfillment (0.482)

Hypothesis 4: organizational commitment has the capability to anticipate organizational citizenship behaviors of faculties.

**Table 5:** the results of step by step regression to anticipate organizational citizenship behavior through organizational commitment

Steps	Anticipation variables	R	R <sup>2</sup>	Adjustment R <sup>2</sup>	F	$\beta$	Correlation t	B	Standard error	Significance level
First	Normative commitment	0.254	0.065	0.058	10.299	0.254	3.209	1.127	0.351	0.002

P&lt;0.01

As findings of table 5 show the best anticipator among studying variables in the regression, was organizational citizenship behavior in the first step, normative commitment. According to the results of analysis of step by step regression, the relationship between organizational citizenship behavior variable and normative commitment was significant. Accordingly, in the first step, normative commitment coefficient explains 6.5 percent of variance of organizational citizenship behavior. The observed F on the level of  $p < 0.01$  was significant; therefore the regression can be generalized to the statistical population. Also, findings of this table show that Beta coefficient increases

organizational citizenship behaviors of faculties 0.254 unit per increasing high tendency to staying in the organization.

Anticipation equation of hypothesis 4 is given as follow:

Organizational citizenship behaviors of faculties = constant coefficient (89.435) + normative commitment (1.127)

#### Study question:

*Question 1:* How is the casual model of relationships between job satisfaction, job exhaustion, organizational commitment and organizational citizenship behavior?

**Table 6:** the relationships between job satisfaction, job exhaustion, organizational commitment and organizational citizenship behavior according to structural equations model

	Direct coefficient	Indirect coefficient	Total coefficient	t	$\beta$	Test result
Job satisfaction with organizational citizenship behavior	0.47	0.22	0.69	4.26	0.47	+
Organizational commitment with organizational citizenship behavior	0.49		0.49	3.81	0.49	+
Job exhaustion with organizational citizenship behavior	0.07		0.07	0.51	0.07	-

The results of table 6 indicate that job satisfaction has a positive and direct effect on organizational citizenship behavior ( $\beta = 0.47$ ) and according to the obtained results, this effect is significant ( $t = 4.26$ ) and organizational commitment has a direct effect on organizational citizenship behavior ( $\beta = 0.49$ ) and this effect is significant ( $t = 3.81$ ). Also, the results show that job satisfaction effects on organizational citizenship behavior through organizational commitment. That is, organizational commitment has an intermediate role between job

satisfaction and organizational citizenship behavior. In fact, job satisfaction has both direct (0.47) and indirect effect (0.22) on organizational citizenship behavior through organizational commitment.

Other result is that despite of theoretical evidence in this study, effect of job exhaustion on organizational citizenship behavior is not significant ( $t = 0.51$ ) and ( $\beta = -0.07$ ). Figure (2) shows structural equations model between studying variables according to Beta coefficient.

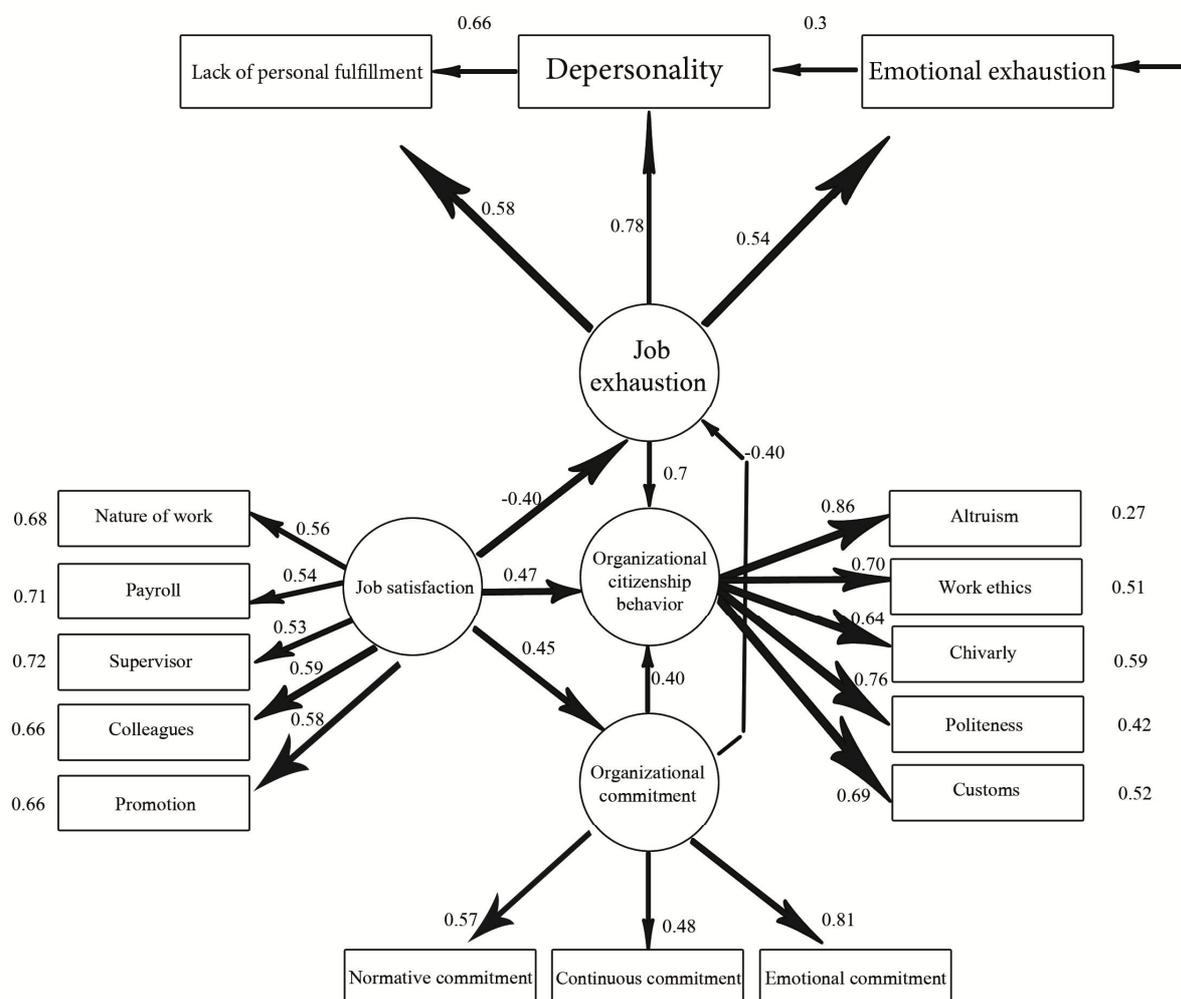


Figure 2

Table 7: studying indicators of suitability of structural equations model

Indicator name	Standard value of indicator	Value of indicator in the model	Conclusion
$\chi^2$	-	94.73	Model is appropriate
P-Value	More than 0.05	0.574	Model is appropriate
RMSEA	Less than 0.1	0	Model is appropriate
df	-	98	Model is appropriate
$\chi^2/df$	Less than 2	0.96	Model is appropriate

Therefore, according to table 7, indicators of suitability of model show that this model is appropriate, that is, relative indicator  $\chi^2$  (squared K) represents numerical value of 94.73. Other criterion is RMSEA (root mean squares), the less than 0.1 this value is, the better suitability this model has, in this study; this criterion is equal to 0 which indicates this model is highly appropriate. Other criterion is  $\chi^2/df$ , the less than 2 this value is, the better suitability this model has. As it is observed in this study, this value is obtained

equal to 0.96 which indicates this model is highly appropriate.

**Discussion and conclusion**

Obtained results showed that direct effect of job satisfaction on organizational citizenship behavior is 0.47, and direct effect of organizational commitment on organizational citizenship behavior is -0.07 which represent

these two variables do not have any relationship. On the other hand, job satisfaction has an indirect effect on organizational citizenship behavior (0.22) which is driven from intermediate role of organizational commitment. Total coefficient of job satisfaction effect on organizational citizenship behavior was 0.69. The obtained results indicate that organizational citizenship behavior will increase by increasing professors' job satisfaction and organizational commitment. It means if contexts of improving payroll of job satisfaction aspects and high tendency to stay in organization (normative commitment) of organizational commitment aspects, then organizational citizenship behavior can be increased, considerably which leads to more efficiency and productivity and increasing developments will be followed. On the other hand, high level of job satisfaction leads to increasing organizational commitment, one who satisfies with his job, committed himself to the organization and tries for organization development and not missing his job. These efforts, sometimes, are more than his main duties which are called organizational citizenship behaviors.

According to the obtained findings from hypothesis 1, the significant relationship between job satisfaction, organizational commitment and organizational citizenship behaviors is validated. When professors' job satisfaction is more, their organizational citizenship behavior will be more and they inherently show higher level of performance and increase performance, development and productivity of the organization. Universities can perform appropriately and play their role properly when they use their resources suitably. Universities can step confidently toward their goals and prevent wasting material and spiritual capitals driven from members' dissatisfaction by helping their faculties. To gain this, one can conclude that, with respect to the current study findings, professors' job satisfaction should be valued. To enhance job satisfaction, it is necessary for planners to provide working conditions so that people are interested in job and consider it useful and valuable. Also, human communications should be emphasized. Job satisfaction is made through appropriate and fair payments. Management based on personal characteristics and ability is made, and promotion is done regularly and based on ability. This finding is in accordance with Mazroughi et al (2010), Ahmadi et al (2011), Mahboub and Beto (2012) and Slim's (2012) findings. As professors should feel being valuable and being validated by management to be committed, when this feeling is established, job satisfaction will be on the highest level. Then a deeper connection is created between organizational commitment and trans-role behavior, and professors with higher level of organizational commitment have the more tendencies to participate in citizenship behaviors than those with lower level of it. It can be expected that committed professors, even though emitting supervisors, have self-controlling or internal responsibility to gain goals and acquire knowledge. Also, findings related to this hypothesis represent that exhaustion does not have any significant relationship with organizational citizenship behavior. Presence of job exhaustion driven from existing limitations and high work stress could not effect on the university professors negatively. Franckle describes such humans as:

self-ultraism human is one who attracts to a goal more than himself and gives his life meaning so that he sustains all troubles easily. This finding is not in accordance with Jamali et al (2009) finding.

According to the obtained findings of hypothesis 2, the best anticipator among studying variables in the regression, was job satisfaction. According to hypothesis 3, all three variables have the capability of anticipating organizational citizenship behavior in reverse direction and finally according to hypothesis 4, the best anticipator of behavior was only normative commitment.

In this study, the proposed casual model is only validated by removing the path of exhaustion and behavior.

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