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**THE INTERPLAY OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION IN FOSTERING ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN PUBLIC SETTINGS**

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**Abstract**

**Objective:** This study investigates the interplay between organizational citizenship behavior (OCB) and key job attitudes within organizational psychology, specifically job satisfaction and organizational commitment. The research focuses on a sample of 273 public administrative employees to understand the relationships and predictive factors associated with OCB.

**Methods:** A comprehensive examination of the connections between job satisfaction, organizational commitment, and OCB was conducted using data collected from the sample as mentioned earlier. The study utilizes quantitative analysis to assess these variables' overall and specific associations.

**Results:** The findings reveal significant and positive correlations between job satisfaction, organizational commitment, and organizational citizenship behavior in the public organizational context. Notably, the dimensions of 'General Satisfaction' and 'Affective Organizational Commitment' emerged as robust predictors of OCB among public administrative employees.

**Conclusion:** This study underscores the importance of job satisfaction and organizational commitment as critical determinants of organizational citizenship behavior within the public sector. The identified predictors, 'General Satisfaction' and 'Affective Organizational

Commitment,' provide insights for organizations seeking to enhance OCB among their employees in the context of public administration.

**Keywords:** Organizational Citizenship Behavior, Job Attitudes, Job Satisfaction, Organizational Commitment, Public Administration.

### **Introduction**

Individual performance at work is one of the most important constructs in work and organizational psychology and human resources management. It is a multidimensional construct made up of three major dimensions identified in the scientific literature, including task performance, organizational citizenship behavior, and counterproductive behavior at work (Khan, Niqab et al. 2023). The present study is devoted to examining the antecedents of organizational citizenship behavior (OCB) defined as discretionary behavior that is not necessarily part of the prescribed work, arousing to promote the effective functioning of organizations. Indeed, the researchers indicate that debate persists about the nature and strength of the relationships between these fundamental predictors in organizational research at the individual level while highlighting the importance of work attitudes in predicting and understanding work performance. However, these two attitudes at work have been identified as strong predictors and constructs associated with OCC Spitzmuller, Van Dyne, and Ilies (Abubakar, Hernita et al. 2023).

It mainly aims to investigate the empirical relationships between OCC, job satisfaction, and organizational commitment. Thus, while adopting the correlational method and modeling, this study aims to empirically examine the effect of job satisfaction and organizational commitment on organizational citizenship behavior in the Moroccan public organizational context. This constitutes the problem of the present research formulated as follows: **Do job satisfaction and organizational commitment empirically predict organizational citizenship in Moroccan public administration?**

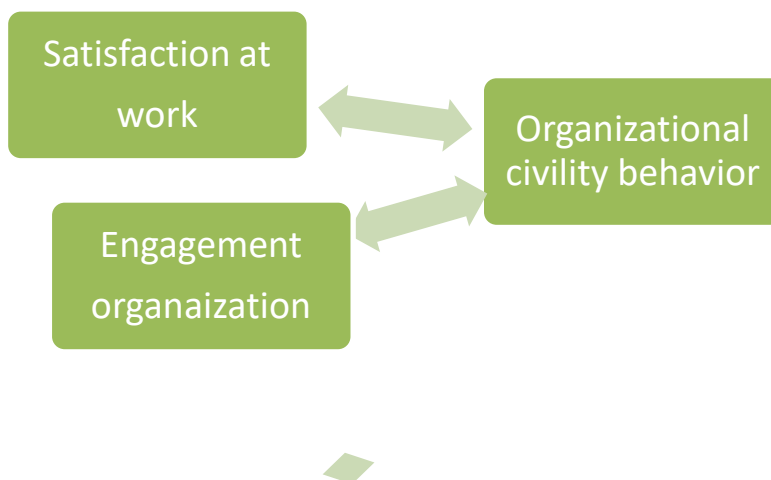
We will first present the theoretical underpinnings of the concepts under study and research carried out in this direction to answer this question. Then, the methodology adopted will be exposed, namely the measuring instruments of the different constructs. The results will be presented and discussed later (Hamidi, Barari et al. 2023).

## 1. Theoretical framework

Organizational citizenship has been described as discretionary behavior that contributes to maintaining and improving the psychological and social context that supports task performance. Thus, civic behavior is often a spontaneous act that does not refer directly to the task and that is not formally prescribed or explicitly imposed. Job satisfaction is defined as the multidimensional psychological responses of the individual to their work, responses consisting of a cognitive (evaluative) and affective (emotional) aspect (Siddiqi and Khan 2023).

Organizational commitment is an attitude that represents a psychological state linking an individual with his organization based on identification with its values and objectives. This construct, according to these authors, is a combination of three bases: an affective base (I want to stay), a normative base (I feel that I should stay), and a continuation or calculation base (I need to stay). It was also conceived as a dynamic sum of cognitions and affect vis-à-vis the organization and as a force to serve and improve its purposes. To estimate the relationships between these constructs, we developed a conceptual model (Figure 1) based on the model of Organ and Ryan which assumes that work attitudes and dispositional variables (related to personality) affect organizational citizenship behavior rather than task performance. At the same time, the latter is rather linked to knowledge, skills, aptitudes, and motivational variables (Waskito and Linansya 2023).

**Figure 1.** Conceptual model



### 1.1. Satisfaction and CCO

Many studies have shown that job satisfaction is positively related to organizational citizenship behavior. In this context, Organ notes that the relationship between job satisfaction and organizational citizenship behavior is stronger with task performance. This author has conducted a meta-analysis based on 55 studies and proved through a quantitative review that works attitudes are robust predictors of OCC in comparison to dispositional factors (personality-related factors). However, the results revealed a modest overall correlation between job satisfaction and altruism ( $r = .24$ ) and conscientiousness ( $r = .22$ ) and indicated that civic virtues are less related to measures of job satisfaction. among other forms of CCO including courtesy and teamwork. Moreover, Van Scotter (2000) demonstrates that the relationships between task performance, contextual performance (a construct similar to OCC) on the one hand, and job satisfaction and organizational commitment, on the other hand, were consistent across two employee samples ( $N=419$  and  $N=991$ ). Thus, employees with high contextual performance reported that they are satisfied at work and affectively committed to their organizations ( $r = .18, p < .05$ ;  $r = .24, p < .01$ , respectively) (Mithulan and Opatha 2023).

Furthermore, LePine et al. demonstrated through a meta-analysis of strong relationships between the dimensions of organizational citizenship behavior and job satisfaction, organizational commitment, justice, awareness, and leader support. Schleicher, Watt, and Greguras examined, through two empirical studies, the cognitive-affective consistency of attitude at work and its implications for the strength of the attitude-behavior relationship and found a difference in the correlations between job satisfaction and performance among employees who show lower cognitive-affective consistency ( $r = -.11, p > .05$ ) compared to their colleagues who show higher consistency ( $r = .54, p < .01$ ). Thus, cognitive-affective consistency as an indicator of attitude power significantly moderates the effect of job satisfaction on performance. Fassina et al. also found via meta-analysis that job satisfaction is remarkably related to organizational citizenship behavior compared to perceived organizational justice. Foote and Tang demonstrate that the effect of job satisfaction on organizational citizenship behavior is significant ( $R = 0.37, p = .032$ ) (Mishra, Singh et al. 2023).

Related to the above, Ilies et al. conducted a meta-analysis based on a large number of empirical studies (98 Articles, 40 Theses, 12 Conference proceedings, and one Chapter), samples, and

participants and found a positive relationship between job satisfaction and OCC. Paillé (2010) also found a positive relationship between team spirit and job satisfaction ( $\beta = .214, p < .005$ ). In addition, Paillé, (Satyanegara, Supriyantoro et al. 2023)

Bourdeau and Galois proved that there is a significantly positive relationship between job satisfaction and organizational citizenship behavior directed towards the organization ( $\beta = .161, p < .01$ ). Bowling, also proved this through an empirical study, focusing on conscientiousness as a moderator between job satisfaction and extra-role behaviors, that job satisfaction is positively associated with personal attendance ( $r = .42$ ), interpersonal help ( $r = .36$ ), individual initiative ( $r = .26$ ) and loyalty ( $r = .53$ ) ( $p < .01$ , for all the correlations mentioned) (ELAYAN, ALBALAWI et al. 2023).

Other researchers prove similar findings namely Messersmith et al. who found that job satisfaction is related to organizational citizenship behavior ( $\beta = .153, p < .01$ ), and Barnes et al. who observed a positive relationship between job satisfaction and organizational civic behavior directed towards individuals ( $\beta = .28, p < .01$ ) on the one hand and between job satisfaction and civic behavior organizational directed to the organization ( $\beta = .40, p < .01$ ) of the other. In light of the findings mentioned above, we put forward the following hypothesis (Gupta and Agrawal 2023):

**H<sub>1</sub>:** Job satisfaction would be significantly and positively associated with organizational citizenship behavior in the public organizational context;

## **2. Methodology**

### **2.1. Participants and procedure**

The questionnaires were distributed to public administration officials. The choice of public organizations is legitimate since they are little studied and given the importance of investigating citizenship in this context. Responses are obtained from 273 civil servants carrying out their work in the various public administrations. Among the respondents, 53.7% are men; 57.2% are between 26 and 40 years old; 75.6% declared having Bac + 4 and more; 50.5% are administrators; 66.7% are executives (Khan, Niqab et al. 2023).

### **2.2. Measuring instruments**

#### **2.2.1. Organizational Citizenship Behavior:**

The CCO was measured through a French version developed by Paillé based on the three scales of Posdakoff and Mackenzie which makes it possible to measure civic virtues (3 items), helping behaviors (7 items) and team spirit (4 items): e.g., "I tend to exaggerate the problems my organization encounters" (Abubakar, Hernita et al. 2023).

### **2.2.2. job satisfaction:**

The short version of the Minnesota Satisfaction Questionnaire was used to measure job satisfaction. It measures satisfaction with various aspects of work: e.g., "In your current job, are you satisfied? How your superior directs his subordinates (Kaur, Sharma et al. 2023).

### **2.2.3. Organizational commitment:**

A scale adapted to the French context by Meyer, Barak, and Vandenberghe, was used to measure affective, normative, and continuous organizational commitment: e.g., "I have no choice but to stay in my organization current". All the scales were subjected to the pre-testing process to check their clarity and comprehension by the target population. Items were measured on a four-point Likert-type scale (1=Strongly disagree, 2=Disagree, 3=Agree, 4=Strongly agree) for the OCC and organizational commitment and (1 = Not at all satisfied, 2 = Not satisfied, 3 = Satisfied, 4 = Completely satisfied) for job satisfaction (دمحأ and ميهف 2023).

## **2.3. Data analysis methods**

Structural equation modeling methods are used to examine the factor structure of constructs using IBM SPSS Amos 21.0 software. This is exploratory factor analysis (EFA) which is to be conducted primarily as a method to determine the number of dimensions underlined by the data set collected by grouping the correlated variables and confirmatory factor analysis (CFA) which specifically concerns the measurement model linked to the relationships between observable measures or indicators (Items) and latent variables or factors (Dubey, Pathak et al. 2023).

## **3. Results**

Table 1 shows the correlations observed between the measures of the present study and their reliability (internal consistency based on the alpha coefficient). We first calculated the correlations between the variables of the study. As can be seen, general job satisfaction is significantly and positively correlated with interpersonal harmony ( $r = .26, p < .01$ ), team spirit ( $r = .31, p < .01$ ), functional participation ( $r = .24, p < .01$ ) and interpersonal help ( $r = .22, p < .01$ ). Satisfaction with the supervisor is only significantly and positively related to team spirit ( $r = .29$ ,

$p < .01$ ). It is positively but not significantly related to interpersonal harmony, functional participation, and interpersonal helping. These results partially support hypothesis 1 (Soomro, Zehri et al. 2023).

Normative organizational commitment is significantly and positively related to interpersonal harmony ( $r = .16$ ,  $p < .05$ ) and interpersonal helping ( $r = .12$ ,  $p < .05$ ). This shows that this dimension of organizational commitment is related to CCO oriented towards individuals and not towards the organization. Affective organizational commitment is positively and significantly correlated with interpersonal harmony ( $r = .30$ ,  $p < .01$ ), team spirit ( $r = .33$ ,  $p < .01$ ), functional participation ( $r = .22$ ,  $p < .01$ ) and interpersonal help ( $r = .17$ ,  $p < .01$ ). These results support hypotheses 2 and 3 (Mishra, 2023 #822). Regarding the facets of continuous organizational commitment, the lack of alternatives is negatively and significantly related to team spirit ( $r = -.24$ ,  $p < .01$ ). This construct is also negatively related to interpersonal harmony and functional participation but not significantly and positively related to interpersonal helping but not significantly. This supports hypothesis 4. However, perceived sacrifice is only positively and significantly correlated with functional participation ( $r = .14$ ,  $p < .05$ ). It is also positively related to interpersonal harmony, team spirit and interpersonal help, but not significantly (Rustandi, Rosid et al. 2023).

### **3.1. Exploratory factor analysis:**

#### **Descriptive Statistics, Reliability, and Observed Correlations.**

Cronbach's alpha values are reported in parentheses;  $N=242$ ; \*\* the correlation is significant at the .01 level and \* at the .05 level; Gender: M=1, F=2; Age: 20-25=1, 26-30=2, 31-35=3, 36-40=4, 41-45=5, 46-50=6, 51-55=7, 56+=8; School level: Bac = 1, Bac+ 2 = 2, Bac+ 3 = 3, Bac+ 4 = 4, Bac+ 5 = 5, Bac+ 6 = 6, Doctorate = 7; Position held: Manager = 1, Executive = 2, Agent = 3; Professional experience: 1-5 years = 1, 6-10 years = 2, 11-15 years old = 3, 16-20 years old = 4, 21-25 years old = 5, 26-30 years old = 6, 31-35 years old = 7, 36-40 years old = 8 (Oamen 2023).

The latent constructs in the present study were subjected to exploratory factor analysis using Principal Axis Factorization as the extraction method and Promax with Kaiser normalization as the orthogonal rotation method (Haskasap, Saner et al. 2023).

**Table 1:**Results of the exploratory factor analysis

**Type Matrix**

<b>Factors</b>		
<i>Items</i>	<sup>Sat</sup> <b>Gene</b>	<b>Sat Sup</b>
Sat1	<b>.375</b>	
Sat3.	<b>542</b>	
Sat9.	<b>743</b>	
Sat10	<b>.782</b>	
Sat11	<b>.841</b>	
Sat12	<b>.435</b>	
Sat15 .	<b>478</b>	
Sat16 .	<b>728</b>	
Sat5.		<b>823</b>
Sat6.		<b>507</b>
Eng1		<b>.553</b>
Eng3		<b>.899</b>
Eng8		<b>.616</b>
Eng9		<b>.881</b>
Eng10		<b>.865</b>
Eng11.		<b>706</b>
Eng12		<b>.596</b>
Eng13		<b>.780</b>
Eng14		<b>.713</b>
Eng16.		<b>611</b>
Eng18	.	<b>736</b>
CCO1		<b>.358</b>
CCO2		<b>.597</b>
CCO3.		<b>663</b>



CCO4 .	<b>463</b>
CCO6.	<b>559</b>
CCO7.	<b>833</b>
CCO8	<b>.734</b>
CCO9.	<b>652</b>
CCO11.	<b>652</b>
CCO10.	<b>734</b>
CCO12	<b>.734</b>
CCO13.	<b>652</b>
CCO14 .	<b>734</b>

**Extraction method:** Principal axis factorization.

**Rotation method:** Promax with Kaiser normalization.

### 3.2. Confirmatory factor analysis

The measurement models of the constructs identified through exploratory factor analysis (EFA) were subsequently exposed to confirmatory factor analysis (CFA). The four-factor CCO measurement model (Team Spirit, Functional Participation, Interpersonal Help, Interpersonal Harmony) adequately and correctly adjusted our data,  $\chi^2 (59, N = 273) = 89.323, p < .007; CFI = .95; TLI = .92; RMSEA = .06$ . The two-factor job satisfaction measurement model (General Satisfaction, Satisfaction with supervision) also and correctly fitted our data,  $\chi^2 (43, N = 273) = 75.84, p < .001; CFI = .94; TLI = .91; RMSEA = .07$ . Finally, the four-dimensional organizational commitment measurement model (Affective, Normative Organizational Commitment, High Sacrifice, Lack of alternatives) proved a reasonable fit of the data from this study,  $\chi^2(38, N = 273) = 48.43; CFI = .98; TLI = .97; NFI = 92; RMSEA = .043$  (Fauzan 2023).

### 3.3. Assessment of specific hypotheses: a causal path analysis

The hypotheses were tested based on the estimation of technique *maximum likelihood* using IBM SPSS Amos 21.0 software. The set of hypotheses tested represents the relationships between the six dimensions of job satisfaction and organizational commitment and the four

dimensions of OCC. This presents 24 possible hypothetical relationships to test as displayed in the table below (Schwarz, Newman et al. 2023).

**Table 2:** General report on non-standardized and standardized regression coefficients and verification of all specific hypotheses

**Hypotheses**

(Causal tracks)	B	S.	E.	$\beta$	Results
Esprit_Equip	.306*	.055	.329		Sustained
H <sub>1c</sub> Sat_Gene--> Partici_Func	.319*	.076	.253		Sustained
H <sub>1d</sub> . Sat_Gen--> Help_Inter	.212*	.055	.232		Supported
H <sub>1e</sub> . Sat_Super --> Harm_Inter	.060	.041	.089		Not Sustained
H <sub>1f</sub> . Sat_Super --> Esprit_Equip	.178*	.038	.274		Sustained
H <sub>1g</sub> . Sat_Super--> Partici_Fonc	.058	.054	.066		Not Sustained
H <sub>1h</sub> . Sat_Super--> Help_Inter	.070	.039	.110		Not Supported
H <sub>2a</sub> . E_O_AFF--> Harm_Inter	.229*	.040	.329		Sustained
H <sub>2b</sub> . E_O_AFF --> Esprit_Equip	.211*	.039	.314		Sustained
H <sub>2c</sub> . E_O_AFF --> Partici_Func	.184*	.054	.203		Sustained
H <sub>2d</sub> . E_O_AFF--> Help_Inter	.113	.039	.172		Not Supported
H <sub>3am</sub> . E_O_NOR--> Harm_Inter	.144	.046	.187		Not Sustained
H <sub>3b</sub> . E_O_NOR --> Esprit_Equip	.033	.045	.045		Not Sustained
H <sub>3c</sub> . E_O_NOR --> Partici_Fonc	.127	.060	.127		Not Sustained
H <sub>3d</sub> . E_O_NOR--> Help_Inter	.098	.044	.135		Not Supported
H <sub>4a</sub> . HISAC --> Harm_Inter	.031	.040	.047		Not Sustained
H <sub>4b</sub> . HISAC --> Esprit_Equip	.053	.039	.083		Not Sustained
H <sub>4c</sub> . HISAC --> Partici_Fonc	.108	.052	.125		Not Sustained
H <sub>4d</sub> . HISAC --> Help_Inter	.068	.038	.108		Not Supported
H <sub>4e</sub> . LOALT--> Harm_Inter	-.061	.043	-.087		Not Sustained
H <sub>4f</sub> . LOALT --> Spirit_Equip	-.168*	.040	-.247		Sustained
H <sub>4g</sub> . LOALT --> Partici_Fonc	-.078	.056	-.084		Not Sustained

H <sub>4</sub> h. LOALT --> Help_Inter .046 .040 .069	Not Supported

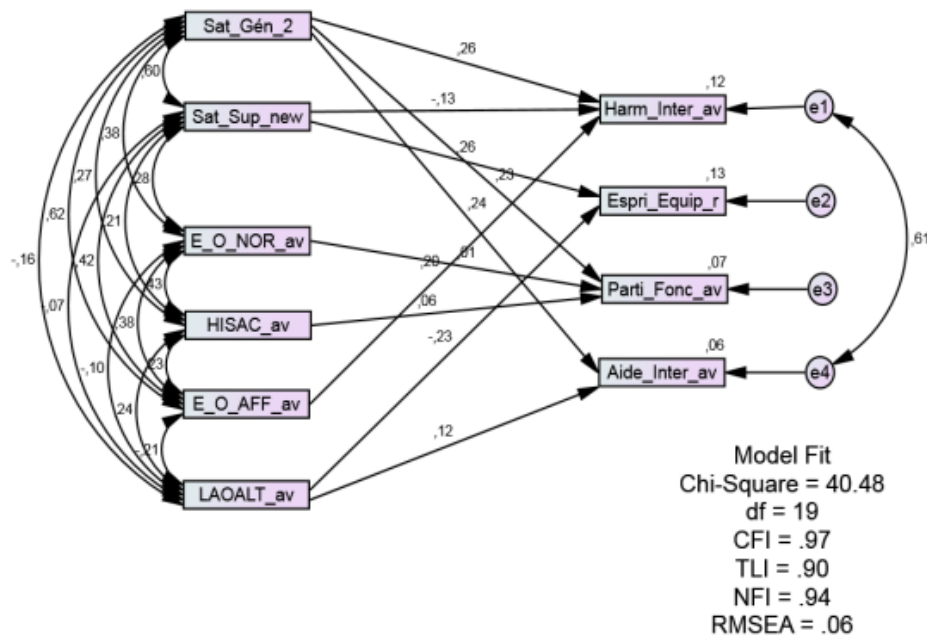
Note. Sat\_Gen = general satisfaction; Sat\_Sup = Satisfaction related to supervision; E\_O\_AFF = Affective Organizational Commitment; E\_O\_NOR = Normative organizational commitment; HISAC = High Sacrifice; LOALT = Lack of alternatives; Harm\_Inter = Interpersonal Marmony; Esprit\_Equip = Team Spirit; Partici\_Fonc = Functional participation; Help\_Inter = Interpersonal help.

**3.4. Empirical model of this study**

To verify the conceptual model of this research, we specified and calculated the empirical model through the IBM SPSS Amos 21.0 software (Arbuckle, 2012) as presented below (Figure 2). This model suggests that the two work attitudes, namely job satisfaction and organizational commitment, have direct effects on organizational citizenship behaviors (Satyanegara, 2023 #829). The final solution following the modification of the indices suggested by Amos so that the model fits the data of our study well revealed six significant direct effects among the said causal paths evaluated. Indeed, this model proposes to test ten causal paths which reflect direct effects between the dimensions of job satisfaction (General satisfaction; Satisfaction with the supervisor), organizational commitment (Normative organizational commitment; perceived; Affective organizational commitment; Lack of alternatives) as exogenous variables on the one hand and the dimensions of CCO (Interpersonal Harmony; Team spirit; Functional participation; Interpersonal Help) as endogenous variables on the other hand. Changing the indices suggested a significant covariance between errors 1 and 4 to improve the fit of the model to the data. All exogenous latent variables were free to co-vary with each other .

**Figure 2.** An empirical model of this study

The results of the general empirical model revealed and confirmed, as the results of the empirical relationship models discussed previously, that general satisfaction exerts a significant direct effect on interpersonal harmony, functional participation, and help. interpersonal. Thus, this operationally suggests that civil servants who are satisfied, with the possibilities of advancement, the diversity of tasks at work, their social usefulness and authority, the possibility of using their skills, and the application of the rules and internal procedures, invest efforts to prevent the



emergence of relational problems between their colleagues and to influence their relations in the direction of consensus and as conciliators and to encourage them when they are in difficulty (Gupta, 2023 #826). They also suggest that satisfaction with the supervisor has a direct positive effect on team spirit. This result implies that civil servants who are satisfied with the supervision of their superiors and with their decision-making skills tolerate work-related inconveniences without claims or complaints and maintain a positive attitude in the organizational environment even if things are not for their benefit (Tran 2023).

Affective organizational commitment has also been shown to have a positive direct effect on interpersonal harmony. This implies that civil servants who prove an emotional or affective attachment to their organizations tend to ensure harmonization at the level of interpersonal

relations in the organizational environment. Finally, the model demonstrates that organizational commitment due to the lack of alternatives proves to have a significant direct negative effect on team spirit. Therefore, civil servants who are committed to their organizations based on the lack of job choices for other organizations do not tend to tolerate work-related inconveniences without a tendency to complain and complain (Kaur, Sharma et al. 2023).

#### **4. Discussion**

This study investigated the relationships between job satisfaction, organizational commitment, and organizational citizenship behavior. Based on the results of the preliminary studies, we assumed that there are significant links between the constructs studied. Thus, path analysis revealed results comparable to research done in other different cultural contexts and offers initial and partial support for our predictions. In short, the relationships observed in the context of this study prove that work attitudes predict important behaviors in a public organizational environment and that the causal paths essentially range from the dimension of general satisfaction and affective organizational commitment to organizational citizenship. This observation is consistent with the results of numerous studies which suggest that the two constructs have affective underpinnings in common (Thoresen, Kaplan, Barsky, Warren, & de Chermont, 2003) and represent the same latent construct (Le, Schmidt, Harter, & Lauver, 2010). To this end, the latter authors demonstrate that the correlation between job satisfaction and organizational commitment is very high (.91) and gives rise to empirical redundancy and also note that the two constructs are linked to positive affectivity and negative affectivity similarly (دمحأ and ميهف 2023).

Indeed, the relationship between job satisfaction and organizational citizenship behavior can be explained based on the social exchange theory (Blau, 1964). Thus, civil servants consider satisfaction as the result of an exchange relationship with their organizations and tend to go beyond the demands of the job according to the reciprocity process (Barnes, Ghumman & Scott, 2012). In addition, the most important behaviors within organizations have been analyzed through the lenses of social exchange theory in the field of organizational behavior. These exchange relations can thus be encouraged or conditioned by public organizations while treating civil servants fairly. This justice will then create a sense of support from the organization and lead the civil servants to respond or react to this support by becoming more satisfied and

committed. Other organizational characteristics such as manager encouragement are also essential for other forms of work performance . In this sense, the relationship between performance and management quality is proven to be significant in the Moroccan public organizational context .

It should also be noted in this sense that affective organizational commitment is the most widely studied component of organizational commitment, the most generalizable across targets, and the most predictive of employee behavior . In this regard, social exchange theory has been used as a conceptual foundation for explaining the relationship between commitment and organizational citizenship behavior. Thus, civil servants who are necessarily committed to their organizations are more likely to express the will to adopt beneficial and interesting behaviors. Given the importance of work attitude expressed by employees in the organizational environment as a changing work context, it seems important to study how attachments and knots with the job develop (Dubey, Pathak et al. 2023) .

It is thus of great value for civil servants and public organizations to understand that affective experiences at work affect job satisfaction and employee mood . Similarly, affective events theory indicates that affective experiences influence judgments about an individual's job satisfaction . However, it should be noted that the magnitude of the relationships observed between the constructs is generally very moderate. In this context, the power or robustness of work attitude as a moderator between work attitudes and behavior is very useful in presenting explanations for the volume of these relationships observed. From this perspective, power is an important characteristic of attitude that refers to the extent to which the evaluation of an individual is crystallized and durable. Consequently, attitudes have a significant impact on behaviors when they are robust (Rustandi, Rosid et al. 2023).

#### **4.1. Theoretical and practical contributions**

At the theoretical level, the results of this research have shown that job satisfaction and organizational commitment are moderately associated with organizational citizenship behaviors. These results are remarkably similar to the results of the empirical and meta-analytical studies mentioned in the context of the present research which indicates that the magnitude of the relationship between the two constructs is modest. Indeed, the debate on the relationship between attitude at work and organizational behavior is legitimate. In this regard, Judge et. al note that

although social psychologists argue that attitudes predict corresponding behaviors, occupational and organizational psychologists continue to believe that the most central attitude at work (job satisfaction) is not necessarily related to the most central behavior at work (job performance). However, Schleicher, Watt, and Greguras (2004) indicate that this false conclusion is not only the basis of the misinterpretation of the relationship between the two variables but also of the way job satisfaction is conceptualized and operationalized.. (Oamen 2023).

At the practical level, the results of this research suggest a set of decisions to be undertaken and made in conjunction with specific practices at the level of human resources management services to have satisfied and engaged civil servants. This will foster the occurrence of organizational citizenship that enhances the psychological and social environment in which task performance operates. Thus, managers, supervisors, and managers can promote these attitudes at work, through certain practices of adapted treatment with civil servants which condition positive evaluations, perceptions, and emotions in a public organizational environment (Haskasap, Saner et al. 2023).

#### **4.2. Search limits**

There are several shortcomings to mention regarding this research. First, the sample size is very average (N = 273). Indeed, it is scientifically recognized that the size of the sample influences the statistical power of the results. Secondly, the data for this research are collected through self-administered questionnaires reported. This raises the possibility of implying a source of bias due to obtaining the data in the same source (*common method bias*) as a potential error factor. Moreover, the same participants responded to all the variables studied and this can lead to the inflation of the correlations between the constructs. Finally, it is worth mentioning another rather important limitation concerning this research, the measuring instruments were not subjected to the adaptation process (Fauzan 2023).

#### **Conclusion**

Through this study, we assessed the empirical relationships between job satisfaction and organizational commitment, and OCC. In short, the results of the empirical study have shown that general satisfaction and affective organizational commitment should be considered predictors of organizational citizenship behaviors within public organizations. Thus, civil servants who are satisfied with many aspects of the job, except for supervision, such as

opportunities for advancement, diversity of tasks, social usefulness, authority at work, use of skills, and the application of internal rules and procedures, will, in particular, demonstrate the behavior of organizational citizenship in the workplace. Moreover, civil servants who are emotionally or affectively attached to their organizations will also behave in such a way that they invest efforts to guarantee the harmonization of work groups, to help colleagues in related and unrelated tasks at work, to participate functionally in organizational events and not to complain when inconveniences arise in the workplace. Indeed, public organizations select employees based on their technical skills that ensure the functioning of the technical core or task performance. However, empirical research indicates that a category of behaviors that do not directly support the technical core at work is also critical to organizational success. For their relationship with the CCO, work attitudes (job satisfaction; organizational commitment) must be taken into account as a key mission of the human resources management strategy within the organization. 'public administration (Schwarz, Newman et al. 2023).

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