

Relationship between Job Satisfaction, Organizational Citizenship Behavior and Employee Performance: Sample of Edirne Financial Office Employees in Turkey

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Abstract

The performances of the employees are formed by an expression of their attitudes towards their work and reactions to the work. Satisfaction and dissatisfaction lie behind the positive and negative attitudes. Whether individuals are private or public employee, they can exhibit voluntary behaviors when they are satisfied with their work such extra role behaviors, called organizational citizenship behaviors, can affect the performance of employees. In this study, the relationship between job satisfaction, organizational citizenship behavior and employee performance, and whether these three variables differed by demographic characteristics were tested on public employees. According to the results of the study, job satisfaction affects organizational citizenship behavior; organizational citizenship behavior affects employee performance and job satisfaction affects employee performance positively. Moreover, there were differences in job satisfaction in terms of gender, age and total service years as the demographic factors, but any difference was not observed in organizational citizenship behaviors and employee performances.

Keywords: Job satisfaction, Organizational citizenship behavior, Employee performance

1. Introduction

High performance expectations of the organizations from their employees began with the industrial revolution and the classical management approach (as productivity and effectiveness) and became a significant phenomenon on which was emphasized at that time. Organizational behavior issues (motivation, job satisfaction, leadership, etc.) regarding to performance have come up with the neoclassical approach for the first time and constituted the studies that focuses on the psychological aspect of the employee in the management literature. Nowadays, the human aspect of the organizations is becoming more prominent with each passing day, which leads to the emergence of the new concepts (organizational support, organizational citizenship behavior, organizational justice, organizational silence, cynicism etc.) that affect employee performance. Job satisfaction is one of the important precursors that will increase employee performance and can also lead to the voluntary behaviors (organizational citizenship) of the employee other than their responsibilities. Therefore, it is expected that this research, which examines the relationships between the concepts of job satisfaction, employee performance and organizational citizenship, will contribute to the management literature and business life.

2. Literature Review

2.1. Job Satisfaction

Job satisfaction is a concept that has been addressed in many studies since 1900s and has been included in the literature with its different definitions (Handsome, 2009: 39). Cetin (2011: 74) has defined job satisfaction as the extent to which the employees like what they do, while Glisson and Durick (1988:64-65) have referred to the concept as a positive emotional state in which the employee has acquired after s/he assessed her/his own job experiences in herself/himself. Thus, the employee's attitude towards her/his work shows job satisfaction if it reflects the positive mood, but job dissatisfaction is demonstrated if it reflects the negative mood (Dinler, 2010: 11).

Luthans (2011:141) has examined as four dimensions (salary, job structure, management, possibility of promotion and colleagues), while King et. al (1982) and Simon (1996) have addressed it as two dimensions (individual and work-related factors) in the management literature. Organizations and academics have emphasized on job satisfaction because of its existing relationship with the concepts such as motivation, performance, leave of employment, alienation, exhaustion and organizational citizenship behavior.

2.2. Organizational Citizenship Behavior

The concept of organizational citizenship behavior has included in the management literature in the 1980s and has recently become a topic of interest to many researchers. Organ (1988: 4) has defined the concept as behaviors which represent individual behaviors that are not directly or explicitly recognized by the official reward system, but which also contribute to the effective and efficient operation of the organizations. It consists of the voluntary efforts and extra role behaviors of the individuals beyond the standards set by them in their working environment (Organ, 1988: 5). Smith et al. (1983: 657) introduced the initial studies on the dimensions of Organizational Citizenship Behaviors and demonstrated two different citizenship behaviors (altruism and generalized cohesion). Podsakoff et al. (2000:516) have addressed organizational citizenship with seven dimensions including helping behaviors, gentleman ship, organizational commitment, organizational cohesion, individual initiative, civil merit and personal development. Organ (1988:4), who developed the extra role behavior and used it as the concept of “organizational citizenship behavior”, has simplified this concept to five dimensions as altruism, conscience, courtesy, civil virtue and gentleman ship (Basim and Sesen, 2006: 86).

2.3. Employee Performance

Performance is the practices and behaviors that are useful in fulfilling the objectives established by the organization and depend on the employee (Bashur et al., 2007: 190). Thus, we can say that the organizational performance is the sum of the individual performances of the employees within the organization. Therefore, employee performance is expressed by primary duty behavior, citizenship behavior and anti-productivity behaviors (Ng and Feldman, 2009: 91). The primary duty performance includes behaviors that occur to fulfill the related activities of the management functions that contribute to the technical competence of the organization while expressing the basic essential tasks required for a particular task (Borman and Motowidlo, 1997: 99). Citizenship performance includes extra behaviors on the main task requirements that the organization effectiveness is actively encouraged and reinforced by employees (Hunt, 1996; Organ, 1988). Citizenship performance is also referred to as contextual performance and includes a positive behavior that enables the employee to other people with whom they work (Pawar, 2013: 34; Aktas and Simsek, 2013: 632). Anti-productivity behaviors are also referred to as inefficient performance and represent voluntary behaviors that damage the welfare of the organization (Bennett and Robinson, 2000: 349).

3. Relationships between Job Satisfaction, Organizational Citizenship behavior and Employee Performance and Research Hypotheses

One of the most relevant concepts of job satisfaction is the concept of organizational citizenship (Wagner, Rush, 2000: 379; Kose, Kartal and Kayali, 2003:7). It has been expressed that job satisfaction leads to organizational citizenship behavior (Kaskel, 2000); there is a significant relationship between these two variables (Gurbuz and Yuksel, 2008:186; Yesilyurt and Kocak, 2014:316) and they affect each other mutually in the management literature which deals with these two concepts. Nevertheless, the field research has indicated that there is a relationship between job satisfaction and courtesy, gentlemanship and civil virtue in the organizational citizenship behavior (Organ, Ryan, 1995:775) and job satisfaction explains the dimensions of courtesy, altruism, civic virtue and conscience (Kaplan, 2011). Mert’s study (2011:137) conducted with the managers in the public sector has pointed out the presence of the relationship between job satisfaction and organizational citizenship behavior, but its weakness due to the work load density of the managers. Therefore, the job satisfaction of the employees means that they like and adopt the organization, which can positively affect organizational citizenship behaviors expressed as voluntary extra duty behavior. The following hypotheses have been developed in order to test these relationships, which have been tested in many different sectors, on the public sector.

1 H₁: Job satisfaction has significant and positive influence on Organizational Citizenship behavior.

1H1a: **Job satisfaction** has significant and positive influence on **civic virtue**, the sub-dimension of organizational citizenship behavior.

1H1b: **Job satisfaction** has significant and positive influence on **courtesy**, the sub-dimension of organizational citizenship behavior.

1 H1c: **Job satisfaction** has significant and positive influence on **gentlemanliness**, the sub-dimension of organizational citizenship behavior.

Employee with high job satisfaction can make an extraordinary effort and increase their performances thanks to their high level of morale and motivation. Organ (1977) has especially emphasized that the provision of job satisfaction to the employee is an act of increasing the organizational effectiveness, i.e. performance, with the Social change theory, while Lawler and Porter (1967) have highlighted that job satisfaction is a result of performance with the expectancy theory. Positive relationships between job satisfaction and job performance were found in the studies conducted under the assumptions that were suggested by these theories (Schneider, et. al, 2003; Akkoc, Caliskan and Turunc, 2012: 122; Ceylan, Uluturk, 2006:53; Yazicioglu, 2010:252; Gurbuz, Yuksel, 2008:180). Judge et. al (2001:376) examined the relationships between job satisfaction and job performance in their meta-analysis study and there was significant relationship in four of the ten studies that addressed the effect of job satisfaction on job performance, but there was no any significant relationship in six of them. A mutual relationship was found in two of the five studies that they searched the interaction between job satisfaction and job performance, while job satisfaction had an impact on job performance in two of them. Even Wagner and LePine's study (1999) demonstrated that job performance has significant effects on job satisfaction.

For private sector enterprises, performance and employee satisfaction are important factors in creating competitive advantage against their competitors. Therefore, high organizational performance and external customer satisfaction in terms of sustainability of private sector enterprises and internal customer (employee) satisfaction, which has an important place in implementing it, have always become significant and have been frequently investigated in management literature. However, the lack of competitor of some public institutions (financial office, cadastre, title deed, public works, etc.) representing the state can lead to the lack of competition-oriented service concept in the private sector. Thus, some public institutions can move away from the concept of the provision of quality public services. The non-implementation of performance-based salary system in the public and the existence of job guarantee demonstrate that it should take into account factors different from private sector in employee satisfaction. While it has been considered that the employees of the private sector enterprises show high performance and there are intra-organizational practices (organizational support, managerial support, rewards, participation in management, promotion, etc.), the lack of practices for employee satisfaction in public institutions can also reduce the quality of the public service provided to the citizens as well as adversely influencing employee performance. Therefore, the following hypothesis has been established in order to determine the relationship between public employees' job satisfaction and employee performance.

2 H₁: Job Satisfaction has significant and positive influence on Employee Performance.

The reason why organizational citizenship behavior is frequently examined in management literature is connected to two causes. The first of these is that the performance of these voluntary behaviors is taken into consideration by the human resources department in performance evaluation systems; the second one is that these behaviors increase organizational success and effectiveness (Gurbuz, Yuksel, 2008:179). Thus, it is stated that these behaviors firstly improve employee performance in the long term and then naturally organizational performance (Netemeyer, Boles, 1997:89). Gurbuz and Yuksel (2008:186) have shown that there are high level and positive relationships between organizational citizenship behaviors and job performances in their work on employees in banking, ready-made clothing, tourism, medical, textile and retail sectors. It has been stated that other dimensions of organizational citizenship behavior apart from courtesy, one of its sub-dimensions, have significant effects on performance, but helping behaviors, which are expressed as the altruism sub-dimension, have the strongest impact on gentlemanliness and civic virtue (Podsakoff et. al, 2000:513). Sehitoglu and Zehir (2010:102) have also found significant relationships between organizational citizenship behavior and employee performance variables in their work on employees working in six public institutions within the first 500 large industry organizations in Turkey. It is believed that the absence of performance-based salary system in public employees and the existence of job guarantees may lead to differences in the strength and dimensions of the relationship between organizational citizenship behaviors and performance as private sector employees can show more voluntary behaviors in order to benefit from more salary, reward and promotion in return for their high performances. Therefore, the following hypotheses have been established to test the relationship between organizational citizenship behaviors, which the public employees have shown, and employee performance on the basis of general and sub-dimensions.

3 H₁: Organizational Citizenship Behavior has significant and positive influence on **employee performance**.

3H_{1a}: **Altruism**, the sub-dimension of Organizational Citizenship Behavior, has significant and positive influence on **employee performance**.

3H_{1b}: **Civic virtue**, the sub-dimension of Organizational Citizenship Behavior, has significant and positive influence on **employee performance**.

3H_{1c}: **Courtesy**, the sub-dimension of Organizational Citizenship Behavior, has significant and positive influence on **employee performance**.

3H_{1d}: **Gentleman ship**, the sub-dimension of Organizational Citizenship Behavior, has significant and positive influence on **employee performance**.

4. Research Methodology

4.1. Research Purpose

The high level of organizational performance is the indicator of the successful management in all organizations, whether public or private. The high level of organizational performance in the private sector is perceived as an effective and efficient use of public resources, while it provides competitive advantage to organizations against their competitors. The most important difference between the private sector employees and those working in the public sector is that job security is provided by the state. Therefore, factors that affect the performance of public employees who are unlikely/less likely to be dismissed may differ from those of the private sector. For example, employee performance in the private sector can be used for promotion with salary and reward systems, but the absence of such an implementation in the public sector is one of the most important differences. Considering that the factors affecting the performances of employees in public institutions may be different, this study is to examine the relationships between employee performance, job satisfaction and organizational citizenship behavior in the public sector and to demonstrate differences in job satisfaction, organizational citizenship behavior and employee performance according to the demographic characteristics of the employees.

4.2. Research Scope

The priority of public institutions representing the state is the provision of public services to citizens. The presence of private sector enterprises offering the same service as a number of public organizations within the state structure (such as universities/schools providing education service, and hospitals providing health services etc.) have provided to offer quality service and emphasize customer/citizen satisfaction. This situation, which increases competition in the sector, forces the organization to increase the job satisfaction, performance and voluntary behavior of employees. However, the quality of the service is perceived only as the presentation of service in some areas where there is no competition (finance, public works, land registry cadastre, etc.). This point of view can even prevent public employees to exhibit formal duty behaviors apart from out-of-role behaviors because of the existence of their job guarantees and the lack of any performance-based salary or reward systems. Therefore, the scope of the study is defined as the personnel of the financial office which provides a non-competent public service different from the private sector, offers job security to its employees and has individual benefits based on employee performance.

A total of 179 financial office personnel working in Edirne province (103) and districts (76) constitute our main population. Although 137 questionnaires were obtained from the study conducted with the complete inventory, the information obtained from the 134 participants was only analyzed by extracting three ones from the analysis because of missing information.

47.8% of the participants are female, 52.2% are male, 74.6% are married, 25.4% are single, 23.9% are in the age range of 24-34 years, 29.9% are in the age range of 35-44 years, 35.8% are in the age range of 45-54 years and 10.4% are in the age range of 55-64 years. In addition, 14.2% are high school graduates, 9.7% have associate degrees, 75.4% have bachelor degrees, 0.7% have master's degrees and 5.2% are managers and assistant managers, 33.6% are engineers, experts and chiefs, 55.2% are data preparation and control operators, civil servants and tellers, 6% are drivers and personnel working in service sector. Finally, total service is 1-6 years for 18.7%; 7-13 years for 13.4%; 14-20 years for 22.4%; 21-27 years for 14.2% and 28-37 years for 29.9%.

4.3. Research Method and Variables

A descriptive research model was used in this study. The data were obtained through face-to-face interviews with the questionnaire method. The questionnaire used in the study is composed of four parts; the first part is organizational citizenship behavior; the second part is job satisfaction; the third part is employee performance and the last part is the variables for demographic factors.

A 19-item scale was used to measure organizational citizenship behavior. It was established by Organ (1988:4) and developed by Podsakoff et. al (1990), and Basim and Sesen (2006) performed its validity and reliability analysis. A 3-item scale developed by Cammann et. al (1979) and translated into Turkish by Tepeci (2005) was used to measure job satisfaction, while a 7-item scale developed by Erdogan (2011:50) using the scales of Kirkman and Rosen (1999), Rahman and Bullock (2004) and Fuentes et. al (2004) in order to measure employee performance.

4.4. Reliability and Validity Analysis of Scales

The research was studied with job satisfaction, organizational citizenship behavior and employee performance scales. As a result of the reliability analysis, Cronbach Alpha Values were found to be 0.753 for job satisfaction, 0.869 for organizational citizenship behavior and 0.782 for employee performance. The principal components analysis was used to obtain the factors. Moreover, the KMO values and the explained variance were determined to be 0.78 and 0.67 respectively using the varimax rotation method in the used scales. The Barlett’s test results were also found to be significant (p = .000). Some items that reduce the explained variance ratio and are overlapping are not received for consideration and are excluded from the analysis because the “conscience” sub-dimension of the organizational citizenship scale consisting of five dimensions does not contain enough items.

4.5. Research Findings

The average values of participants in the study are shown in Table-1 in terms of job satisfaction, organizational citizenship behavior and employee performance respectively. Participants seems to have lower job satisfaction compared to other variables (organizational citizenship behaviors and employee performance), but it is actually observed to be well above average. The average values of organizational citizenship behaviors and employee performance are quite high. This suggests that participants’ dissatisfaction can have very significant effects on organizational citizenship behaviors and employee performance.

Table 1: Mean Value, Standard Deviation and Correlation Coefficients of Variables

	Mean	SD	1	2	3
1. Job satisfaction	3.58	0.97	1		
2. Organizational Citizenship Behavior	3.96	0.49	.262**	1	
3. Employee Performance	4.18	0.55	.271**	.496**	1

** Correlation is significant at 0.01 level.

There were low level, significant relationships between organizational citizenship behavior and job satisfaction (0.262) and between employee performance and job satisfaction (0.271), whereas there was a medium level (0.496), significant (p=0.000<0.01) relationship between employee performance and organizational citizenship behavior.

Table 2: Correlations Between Job satisfaction, the Sub-Dimensions of Organizational Citizenship Behavior (Altruism Civic Virtue, Courtesy and Gentlemanship) and Employee performance variables

	1	2	3	4	5	6
Job satisfaction	1					
Altruism	-	1				
Civic Virtue	.302**	.270**	1			
Courtesy	.171 *	.436**	.496**	1		
Gentlemanship	.226**	.281**	.354**	.350**	1	
Employee Performance	.271**	.345**	.404**	.448**	.317**	1

** Correlation is significant at 0.01 level.

* Correlation is significant at 0.05 level.

As seen in Table 2, job satisfaction was found to have low level, significant (p=0.000<0.01) relationships with civic virtue (0.302) and gentlemanship (0.226), the sub-dimensions of organizational citizenship behaviors. It was

found to have significance at low level (0.171) and correlation level of 0.05 between job satisfaction and courtesy. When the public employee is satisfied, s/he recognizes herself/himself more as a part of the organization because of the civic virtue dimension and accepts more responsibilities; as s/he increases her/his voluntary participation in management, s/he can improve her/his commitment to the organization although her/his tendency to report suspicious behaviors is low.

Likewise, job satisfaction also affects gentleman behavior positively, thereby reducing the negative behaviors that may cause discussion in the organization. The courtesy dimension is positively influenced by job satisfaction in warning employees that will be affected from the decisions to be taken within the organization.

The close-to-medium significant ($p=0.000<0.01$) relationships were found with altruism (0.345), civic virtue (0.404), courtesy (0.448) and gentlemanship (0.317) among the sub-dimensions of organizational citizenship behavior with job satisfaction. Therefore, the fact that public employees are helping the others under the altruism dimension; the existence of the organizational commitment under the civic virtue dimension; their warnings to prevent their friends to be damaged under the courtesy dimension and their ignorance to small deals within the organization under the gentlemanship dimension may lead may lead their individual performances to affect positively. On the other hand, one of the important points for the correlations which organizational citizenship behaviors are addressed based on its sub-dimensions is also to reveal that the four sub-dimensions are moderately related to each other. Therefore, out-of-role behaviors, which the public employees have exhibited in their work environment, are actually triggered each other and it is observed that there is a mutual and moderately positively significant relationship between the four sub-dimensions like snowball.

Table 3:Regression Analysis for Testing the Relationship between Job Satisfaction and Organizational Citizenship Behavior

	Organizational Citizenship Behavior						
	B	Beta	t	R2	Corrected R2	F	P
Job satisfaction	.169	.336	4.095	.113	.106	16.766	.000

There can be a significant and positive (Beta=.336) relationship to p value ($p = 0.000$), which shows the effect of job satisfaction on organizational citizenship behavior. This result supports Sawitri et al. (2016:24) and Smith et al. (1983:655), suggesting that the H_1 hypothesis of our work is accepted.

Table 4: Regression Analysis for Testing the Relationship Between Job Satisfaction and the Sub-Dimensions of Organizational Citizenship Behavior

	Civic Virtue						
	B	Beta	t	R2	Corrected R2	F	P
Job satisfaction	.277	.362	4.466	.131	.125	19.941	0.000
	Courtesy						
	B	Beta	t	R2	Corrected R2	F	P
Job satisfaction	.107	.217	2.560	.047	.040	6.553	0.012
	Gentlemanship						
	B	Beta	t	R2	Corrected R2	F	P
Job satisfaction	.261	.271	3.241	.074	.067	10.501	0.002

The extent to which job satisfaction affects the sub-dimensions of organizational citizenship behaviors is shown in Table 4. Job satisfaction influences civic virtue, courtesy and gentlemanship sub-dimensions, and does not affect the altruism dimension, i.e. voluntary assistance to other employees. Civic virtue is the most affected (Beta=0.362) dimension among other sub-dimensions.

Therefore, the more satisfied the employee is from what s/he does, the more s/he can participate in management, declare her/his opinions and show supportive behaviors to protect the interest of the organization. Likewise, the increase in job satisfaction will positively increase the employees' more tolerant, more positive stance (gentlemanship) in the organization (Beta=0.271) while providing other employees to avoid attitudes and

behaviors that will negatively affect their work or show proactive attitudes (courtesy) to warn them (Beta=0.217). As a result, the existence of a strong positive relationship between organizational citizenship behaviors and job satisfaction is much more important for the public sector than the private sector. While an employee who is unsatisfied with various reasons in the private sector (for example, failure to get in return for her/his performance, not being treated fairly etc.) prefers to leave work, the public employee will continue to stay in the institution with continuing commitment due to job security.

However, this can lead a dissatisfied public employee to be neglectful, deprived of the motive to exhibit voluntary behaviors or even deliberately harm the institution and her/his friends.

Table 5:Regression Analysis for Testing the Relationship between Job Satisfaction and Employee Performance

	Employee Performance						
	B	Beta	t	R2	Corrected R2	F	P
Job satisfaction	.153	.270	3.227	.073	.066	10.416	.000

It can be said that there is a significant and positive (Beta=.270) relationship as to p value (p=0.000), which indicates whether job satisfaction has a significant effect on employee performance. In the consequence of these results, it can be said that Tekingunduzet. Al’s (2015:1) study is supported and the 2H1 hypothesis is accepted. However, the reason why this positive relationship is lower than the other studies (Ceylan, Uluturk, 2006: 53; Yazicioglu, 2010:251) in the management literature is that the study was carried out on public employees. As the public employees are under state guarantee and the increases in their performances are not used by the management to create favorable results for the employee, it can prevent the public employees’ satisfaction from being reflected in their performance to a high degree.

Table 6:Regression Analysis for Testing the Relationship between Organizational Citizenship Behavior and Employee Performance

	Employee Performance						
	B	Beta	t	R2	Corrected R2	F	P
Organizational Citizenship Behavior	.538	.478	6.246	.228	.222	39.008	.000

It can be said that there is a significant and positive (Beta=.478) relationship as to p value (p=0.000), which indicates whether organizational citizenship behavior has a significant effect on employee performance. The results obtained in this case support Sawitri et al. (2016: 24) and Aggarwal and Singh (2016:33), suggesting that the 3H1 hypothesis is accepted.

Table 7:Regression Analysis of the Relationship between Sub-Dimensions of Organizational Citizenship Behavior and Employee Performance

	Employee Performance						
	B	Beta	t	R2	Corrected R2	F	P
Altruism	.309	.313	3.781	.098	.091	14.296	.000
Civic Virtue	.259	.350	4.294	.123	.116	18.438	.000
Courtesy	.560	.487	6.412	.238	.232	41.117	.000
Gentlemanship	.167	.284	3.399	.080	.074	11.553	.000

It is seen that the four sub-dimensions of organizational citizenship behavior have a positive effect on employee performance. Thus, the greatest impact on performance belongs to the courtesy dimension (Beta=0.487). The fact that employees avoid decisions that may harm their colleagues or they are warned about the results of these decisions is crucial to employee performance. Civil virtue (Beta=0.350), altruism (Beta=0.313), i.e. helping the others, and gentlemanship (Beta=0.284) are the sub-dimensions that affect employee performance positively even if they are at a low level. An important dimension in relation to performance of organizational citizenship behavior is culture. Turkish public culture is a culture with high level of power distance. Therefore, employees cannot interrogate their managers and they are not influenced too much by unfair practices as a result of their performances; they do only what is requested. Organizational citizenship behaviors are also performed for their

friends because of the feature of pluralistic culture, and this voluntary work also reflects positively on employee performance. At this stage of the study, the differences in job satisfaction, organizational citizenship behaviors and employee performance were investigated according to the demographic characteristics (gender, marital status, age, education, total service duration) in line with the research purpose. The results of the discrepancy analysis for job satisfaction based on demographic variables performed with Mann-Whitney and Kruskal Wallis analysis (as data did not shown normal distribution) showed the difference in gender ($p=0.026$) at the significance level of 5%. The mean rank of women (S.O.=75.23) are higher than the mean rank of men (S.O.=60.44) in terms of job satisfaction. In this case, it is seen that women working in the public sector are more satisfied from their work than men.

Table 8: Differences in Job Satisfaction Between Age Groups

	Compared Groups Age Ranges	High Group	Mean Rank	P
1-3	1 Group (24-34), 3 Groups (45-54)	3	45.02	0.031
1-4	1 Group (24-34), 4 Groups (55-64)	4	31.96	0.004
2-3	2 Groups (35-44), 3 Groups (45-54)	3	52.67	0.001
2-4	2 Groups (35-44), 4 Groups (55-64)	4	41.21	0.000

There were differences in job satisfaction between groups in terms of age ($p=0.00$). Groups were subjected to a paired comparison with the Mann-Whitney test and the groups which showed any difference are given in table 8. In this case, it is understood from the mean rank that public employees at the age of 45 years and above (Group 3 and 4) are more satisfied than young employees (Group 1 and 2).

Table 9: Differences in Job Satisfaction between Total Service Years

	Compared Groups Service Years	High Group	Mean Rank	P
1-5	1 Group (1-6), 5 Groups (28-37)	5	37.74	0.010
2-4	2 Groups (7-13), 4 Groups (21-27)	4	24.08	0.003
2-5	2 Groups (7-13), 5 Groups (28-37)	5	34.53	0.001
3-4	3 Groups (14-20), 4 Groups (21-27)	4	31.08	0.016
3-5	3 Groups (14-20), 5 Groups (28-37)	5	41.83	0.002

There were differences between groups in terms of job satisfaction and total service year ($p=0.01$). Depending on the years of service, participants in group 4 and 5 with higher service years were found to be more satisfied than those with lower service years (Group 1, 2 and 3) in group differences. These differences in job satisfaction suggest that the young ones have low job satisfaction but job satisfaction increases with age and years of service. There was no difference between organizational citizenship behaviors and employees' performances in terms of the demographic characteristics of the participants.

5. Conclusion

According to research findings, participants show high level of organizational citizenship behavior and individual performance with satisfaction on the average. Furthermore, it is observed that the satisfaction levels of women and men are different in terms of job satisfaction and similarly, it can be the difference in their job satisfaction as their time spent in business life increases as well as the age of participants when it is examined whether there is a difference in job satisfaction, organizational citizenship behavior and employee performance in terms of demographics. These results show that employees' experiences in their business life make differences in their job satisfaction together with their age. The fact that job satisfaction increases along with age and working time is the results of group-to-group comparisons. Organizational managers are closely acquainted with their employees and seem to be able to create positive impacts on their management approaches to be applied and job satisfaction, especially depending their employees' gender differences and considering their age and their work experiences. Job satisfaction is one of the most important issues in terms of organizations because it is the result of some organizational behavior issues (work stress, exhaustion, organizational commitment, etc.) as well as the precursor of many management outputs (performance, organizational citizenship behavior, intention to leave work, motivation etc.). Therefore, it is a concept that managers always have to consider. The study demonstrated that there were positive relationships between job satisfaction, organizational citizenship behavior and employee

performance, even if they are low. Thus, the increase in job satisfaction will both increase the voluntary behaviors of employees in the organization and lead employees to avoid behaviors that deliberately damage to the organization. On the other hand, the increase in job satisfaction will also affect employee performance positively. Employee performance is also positively influenced at medium level by organizational citizenship behaviors within the organization. Employee performance can positively contribute to organizational performance by affecting from both the increase in job satisfaction and organizational citizenship behaviors.

It has been shown that job satisfaction is positively related to civic virtue, courtesy and gentlemanship from the results of hypotheses based on the sub-dimensions, and that the four sub-dimensions of organizational citizenship (altruism, civil virtue, courtesy and gentlemanship) affect employee performance positively. However, it is thought that the reason why the relationships are low and medium level can arise from the fact that the sample is consisted of public employees and especially, the public institution in which the research was conducted is the only one in terms of the provision of public service. This study was carried out by taking into consideration job satisfaction and organizational citizenship behavior that might affect the performance of the personnel working in the public sector in Turkey. Future studies will address the different organizational behavior issues (organizational support, managerial support, cynicism, etc.) and can examine the factors that affect the performance of employees in the public sector. The implementation of the study on financial office personnel and Edirne province can be indicated as the important limitation of the study. However, this study can be regarded as important in that the public sector will be able to compare with other studies in the private sector and other provinces/regions/countries. Despite these limitations, it is thought that this work, which is achieved by reaching 134 employees in the Edirne Financial Office (including the districts) of 179 employees, can help explain the relationships between job satisfaction, organizational citizenship behavior and employee performance.

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