

Influence of Job Characteristics, Organizational Climate, Job Satisfaction and Employee Engagement that Affect the Organizational Citizenship Behavior of Teachers in Thailand

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Abstract: This study was aimed at studying the direct and indirect influence of factors affecting good behavioral expressions to the organization. The samples in this study were composed of 400 teachers working in Pathumthani, Thailand. The researcher used questionnaires that had passed content validity testing and received content validity index scores between questions and objectives at 0.6-1. The reliability for the entire set of questionnaires was 0.962. The statistics used in testing consisted of structural equation model analysis to test the consistency of the model created by the research group with evidence-based data and analysis of direct and indirect effects of the variables. Based on the findings, the model created by the researcher group was found to be fit with the evidence-based data. Chi-squared was 153.595, degrees of freedom (df) was 128, $p = 0.061$, goodness of fit index was 0.964 and Root Mean Square Error of Approximation (RMSEA) was 0.22. Organization citizenship behavior was directly affected by employee engagement in the organization, job characteristics, job satisfaction and organizational climate ($\beta = 0.683, 0.185, 0.129$ and 0.103 , respectively) with statistical significance at .05. Furthermore, job characteristics and organizational climate were found to have an indirect influence on organization citizenship behavior via employee engagement and job satisfaction ($\beta = 0.512$ and 0.170) with statistical significance at .05. All 4 factors were able to co-predict fluctuations in organization citizenship behavior at 85.20%.

Key words: Job characteristics, organizational climate, job satisfaction, organizational commitment and organizational citizenship behavior

INTRODUCTION

Human resources are an organization's most valuable and important resource with the capacity for building a sustainable advantage in competing with other organizations. However, good human resources require expressions about assigned missions and behaviors other than roles and duties assigned by the organization as good employee behaviors toward the organization. Various organizations have made efforts for employees to continually express the aforementioned behaviors to enable effective organizational operations. However, organizational human resources are frequently found to have unsuitable work behaviors contradicting the organization's needs. Unsuitable work behaviors are a significant problem with impact on corporate performance. Academics in the field of social studies have studied and explained unsuitable work behaviors to be intentional violations of norms, work expectations, primary social values and standard corporate regulations such as

avoidance of work, substandard performance and violation of the organization's property, etc. The aforementioned unsuitable work behaviors are widespread among various organizations, causing significant damage to the aforementioned (Vardi and Wiener, 1996). Most of the organizations members engage unsuitable work behaviors until unsuitable work behaviors seem normal. For example, a study in the United States on corporate property theft behaviors found approximately 95 % of all companies to have had property stolen by company employees with a total damage value of approximately 25 million USD per year.

In Thailand, Jaranrattanakun (2007) conducted a study to predict counterproductive behaviors and colleagues from self-absorbed personalities, anger and work stress stimuli. Jaranrattanakun (2007) stated counterproductive work behaviors as actions of the personnel with the intent to damage the organization and organization members such as intentionally frequent absenteeism, intentional late arrivals at work, taking noon

breaks more than the specified time and some personnel expressed indirect aggression by stealing the company's materials, equipment or budget, pretending to work slowly or make mistakes, etc. When confronted with interpersonal conflicts or problems with colleagues, most employees expressed verbal and behavioral aggression such as teasing colleagues until they were embarrassed and unable to work, releasing harmful news, refusing to offer help, concealing information or destroying important documents to prevent colleagues from working effectively. Furthermore, colleagues who encountered incidents usually did not report to executives, causing the aforementioned behavior to become widespread throughout organizations and causing significant damage. Furthermore, public and private sector organizations are found to have encountered the aforementioned behaviors with no differences.

According to extensive studies of guidelines to help organizations achieve success regarding work behaviors and appropriate roles of organization personnel in support of the organization's work, unofficial behaviors other than work roles were found to be expressible in various situations during working hours and outside working hours without specifications on job descriptions or required duties. However, these behaviors lead to corporate efficiency and sustainable success (Allen and Rush, 1998; George, 1991). Furthermore, Katz and Kahn (1966) proposed that effective organizations require the following three components: Interest in placing personnel as part of the corporate system; giving importance to participation or work roles exceeding quantitative and qualitative standard criteria and triggering creative thinking and natural behaviors outside work needs to help business operations achieve success. Individuals can be seen as the organization's most important resource and behaviors outside work roles will have importance in helping the organization to develop and achieve sustainable success. These behaviors are called organization citizenship behaviors (Allen and Rush, 1998; Organ *et al.*, 2006). The aforementioned findings showed organization citizenship behaviors to have impact on the organization's performance and operations in the area of improving performance to increase competitive capacity and operations. Organization citizenship behaviors are naturally occurring behaviors based on the skills and motivations of each employee. Organizations need to seek skills and motivation development models or methods to help employees have good organization citizenship behaviors.

Literature review: To create an in-depth understanding of knowledge regarding organization citizenship behavior, employee engagement, job satisfaction, organizational

climate and job characteristics in addition to creating conceptual frameworks. Thus, the research group carried out literature presentation in the following order.

Organization citizenship behavior: Organization citizenship behavior is decision-making actions among employees without reward or an employee reward system (Konovsky and Pugh, 1994; Shore and Wayne, 1993). In working environments, good organization citizenship behavior will help build organization personnel to help one another (altruism), helping organizations have effective performance. Organ (1988) and Podsakoff *et al.* (1990) categorized organization citizenship components into five areas consisting of altruism, meaning behaviors occurring from independent decisions of employees to help others solve work-related problems, conscientiousness, meaning behaviors occurring from independent decision of employees to conduct themselves at higher than the organization's minimum work needs, sportsmanship, meaning employee willingness to endure various situations without expressing dissatisfaction, courtesy, meaning behaviors performed by a person to prevent relationship problems in working with others by considering the potential impact of the person's own actions on others in addition to respecting personal rights of others at all times and civic virtue, meaning a person's behaviors expressed by participating in various organizational activities related to work or the organization's survival.

Podsakoff *et al.* (2000) collected studies related to the analysis of factors affecting organization citizenship behavior and found factors affecting organization citizenship behavior to consist of job satisfaction, employee engagement and job characteristics, all of which were capable of predicting organization citizenship behavior. This concurs with the findings of Mogotsi *et al.* (2011) who created a model to test the correlations between the variable of teacher's satisfaction and engagement on the citizenship behaviors of teachers in Botswana. Based on the findings, both variables were able to explain organization citizenship behavior at 76%. In the meantime, the study of Odriscoll *et al.* (2006) in samples working in various industries in new Zealand examined the correlations and influence of organizational climate on employee engagement and good behavioral expressions other than duties and responsibilities. Based on the findings, organizational climate was related and had an influence with statistical significance. The aforementioned variables studied by the researcher among different samples found significant factors consisting of job characteristics, organizational climate, job satisfaction and employee engagement to be factors that were correlated with and affected organization citizenship behavior.

Job characteristics: Good job characteristics are an internal motivation causing employees to feel that employees want to work. Furthermore, good results will be similar to rewards for employees. Furthermore, if employees cannot achieve results, employees will exert greater effort to avoid unsatisfactory performance and to increase personal rewards from good quality performance (Hackman and Oldham, 1975). How each person performs tasks is dependent on job design characteristics regarding how work is prepared or designed because work design influences the person's work behaviors in the organization and has direct importance concerning work. Hackman and Oldham (1975) studied the aforementioned concept and developed a job characteristics model composed of five job dimensions: Skill variety means job characteristics in which the worker performs activities requiring a variety of skills to succeed. Task identity means job characteristics performed by each worker from the beginning to the end of the process with visible work results, causing employees to have satisfaction and motivation to succeed. Task significance means significant job characteristics for the living conditions of others with influence on organization survival. Autonomy means job characteristics allowing workers the freedom to control and decide on personal work processes. Feedback from job means job characteristics allowing workers to learn feedback data regarding performance efficiency.

According to the study of Cappelli and Rogovsky (1998) who tested the consistency of Hackman and Oldham's theory with evidence-based data and groups working in the electricity industry, the studied theory was found to be consistent with evidence-based data and can be used to explain employees' behavioral expressions toward the organization with statistical significance at 0.05 in every variable. This concurred with Drago and Garvey (1998) who found job characteristics in the areas of autonomy, skill variety and task significance to be positively correlated with organizational citizenship behavior. The same was true for the study of Chen and Chiu (2009) who tested all five variables and found the variables to be concurrent with evidence-based data. According to the findings, all variables were consistent with evidence-based data with only one variable from this study being found to have influence without statistical significance, which was job feedback.

Organizational climate: Organizational climate was members' perception of work environments in which they were involved. Organizational climate will influence individuals in expressing various behaviors at different levels. Amabile *et al.* (1996) categorized organizational climate to help work or expressions of creative behavior in

organizational encouragement, supervisory encouragement, work group supports and sufficient resources.

Organizational encouragement is a perception regarding the degree of concern about good living conditions and promotion or encouragement of employee values (Eisenberger *et al.*, 1986) including support to express creative behaviors and good behaviors toward the organization via fair organization work processes such as fair wages and rewards, awareness or perception, promotion, job security and freedom. According to the study of Henry and Peelle (2007) among employees working in small and medium enterprises, organizational encouragement was found to be correlated with good behavioral expressions toward the organization with statistical significance. Peelle 3 stated that behavioral expressions are similar to what employees receive from the organization. This concurred with the study of Liu (2009) who tested the influence of organizational encouragement and organizational citizenship behavior with organizational citizenship behavior as an intervening variable among foreign samples working in China. The findings revealed all three variables to be correlated with statistical significance and organizational encouragement also directly and indirectly affected good behaviors toward the organization via the employee engagement variable with statistical significance.

Supervisory encouragement had a significant part in expressing organizational citizenship behavior because supervisors will express behaviors as representatives of the organization in interacting with employees nearly every day in official and unofficial forms via various processes, including activities or duties and responsibilities assigned by the organization in addition to performing management duties directly and indirectly with a direct effect on the working life and daily lives of employees (Chen *et al.*, 2002). The aforementioned definition concurred with the concept of Shanock and Eisenberger (2006) who stated supervisory encouragement was the fact that employees received care and attention on various work-related issues, including appropriate resources, consultation, justice, stimulation or building motivation to work effectively.

Work group support is support from individuals at the same level or class. These persons will respond and interact on various issues related to work and various issues related to living (Chiaburu and Harrison, 2008). Furthermore, work group support also includes open-minded communication in hearing personal opinions, trust in one another and support for one another, including feelings of engagement in shared responsibilities to achieve goals. According to the study

of Liao *et al.* (2004) who studied the effects of work group support on employee satisfaction and engagement with the organization, work group supports were found to be related to employee satisfaction and engagement with the organization with statistical significance.

Sufficient resources are the access or preparation of resources necessary for employee's work to achieve success according to assignments. Sufficient resources may be considered based on money, materials, equipment information and conveniences in performing various work, etc. The fact that organizations provide various resources necessary for the personnel's work causes the personnel to feel satisfied about work with opportunities to work at full capacity (Obadara and Alaka, 2010). According to Somech and Drach-Zahavy (2004) who studied factors related to the variable of accurate information found the variable to be related to expression of good organizational citizenship behavior with statistical significance. The findings concurred with the study of Nielsen *et al.* (2012) who conducted field research based on groups in an organization and found sufficient resources to be related to and have a positive influence on organizational citizenship behavior by employees.

Job satisfaction: Job satisfaction was another important variable in studying attitude related to work by assessing observations and emotional experience of persons regarding work (McShane and Von Glinow, 2000). Greenberg and Baron (1993) stated job satisfaction is a feeling and assessment of reactions to work as the positive or negative attitudes of each person about work. The aforementioned finding concurred with Schultz and Schultz (1998) who stated job satisfaction was a feeling and the positive or negative attitude of a person toward work which was dependent on various components related to work. According to Organ *et al.* (2006), Organ and Rayan (1995) and Smith *et al.* (1983), job satisfaction was strongly related to organizational citizenship behavior and job satisfaction was one of the best predictors of behaviors toward the organization. This was similar to the study of Karambayya (1989) who studied employees in 12 offices and organizations and found employees with high job satisfaction to have higher organizational citizenship behavior than employees who were assessed and found to have low job satisfaction. In the meantime, Organ *et al.* (2006) found job satisfaction to be the most important intervening variable in affecting all 5 areas of organizational citizenship behaviors.

Organizational commitment: Steers and Porter (1987) defined organizational commitment as a close relationship among organization members by dividing commitment into

3 characteristics consisting of the following: Acceptance of the organization's goals and values which means the characteristics of employees who have positive beliefs or attitudes about the organization and true commitment to the organization's values and goals in addition to supporting and performing activities organized or specified by the organization. The aforementioned belief is based on the idea that employees have pride as part of the organization if the organization is the best organization. Complete willingness to dedicate personal capabilities means the characteristics of persons who wanted to dedicate physical and mental energy to work at full capacity with care for the organization's conditions in order to achieve success according to goals. Desire to continue working with the organization means the characteristics of employees who wanted to work with the organization without transferring or changing organizations. According to a study by Maharaj on employee commitment by expressing good behaviors toward the organization among the samples from multiple ethnicities working in accounting, commitment was found to be significantly correlated with organizational citizenship behavior. This concurred with the study of Allameh *et al.* (2011) who studied the samples performing plumbing work in Iran and found commitment to be related to organizational citizenship behavior with statistical significance.

MATERIALS AND METHODS

The studied population was composed of 1,367 primary education teachers working under the jurisdiction of the Pathum Thani Educational Service Area. Anderson and Gerbing (1988) and Bollen (1989) recommended approximately 20 samples per one predictor variable. This study had a total of 20 parameters. Therefore, this study required 400 sample units. The variable of job characteristics is a questionnaire of ideas modified from the measurement form of Nan and Pukkeeree (2013) who modified Hackman and Oldham (1975)'s job characteristics questionnaire. The scale used in this study was divided into five levels consisting of Level 1 (Strongly Disagree) to Level 5 (Strongly Agree). Organizational climate is a questionnaire modified by the researcher from the work environment questionnaire of Nan (2013) who modified questions from the concept of Amabile, Conti, Coon and Lazenby. The scale used in this study was divided into five levels consisting of Level 1 (Very Disagreed) to Level 5 (Very Agreed). Employee engagement was a questionnaire modified by the researcher based on the questionnaire of Nan (2013) who developed the questionnaire from employee engagement

Table 1: Confirmatory component analysis of latent variables used in testing the model

Latent variable	Observed variable quality	Latent variable quality	
	Standardized factor loading	Composite reliability	Average variance extracted
Job characteristics		0.852	0.537
Skill variety	0.767		
Task identity	0.707		
Task significance	0.741		
Autonomy	0.768		
Feedback from job	0.671		
Organizational climate		0.838	0.564
Organizational encouragement	0.759		
Supervisory encouragement	0.697		
Work group support	0.797		
Sufficient resources	0.746		
Employee engagement		0.777	0.538
Acceptance of the organization's goals and values	0.670		
Complete willingness to dedicate personal capabilities	0.775		
Desire to continue working with the organization	0.753		
Job satisfaction		0.944	0.685
You have overall job satisfaction	0.849		
You generally like your current job	0.822		
You generally like to work at this school	0.812		
Organizational citizenship behavior		0.900	0.644
Altruism	0.768		
Conscientiousness	0.736		
Sportsmanship	0.813		
Courtesy	0.876		
Civic virtue	0.813		

Completely standardized parameter. Square multiple correlations for each measure can be obtained by squaring the completely standardized parameter for the item (factor loadings); construct reliability computed as $(\sum \text{standardized loading})^2 \div (\sum \text{standardized loading})^2 + \sum \epsilon_j$; average variance extracted which is the proportion of variance in the construct that is not due to measurement error (Fornell and Larcker, 1981); d) d Constructs employed in the structural model

concepts and theories before creating the questionnaire. The scale used in this study was divided into five levels consisting of Level 1 (Very Disagreed) to Level 5 (Very Agreed). Job satisfaction was modified from the overall job satisfaction measuring form of Cammann *et al.* (1983) who developed and modified the questionnaire from the Michigan Organizational Assessment Questionnaire (QAQ) with five rating scales consisting of “Strongly Dissatisfied”, “Dissatisfied”, “Nothing”, “Satisfied” and “Strongly Satisfied” which were used by the respondents to assess job satisfaction. Organizational citizenship behavior is a questionnaire developed by the research group from Samrong (2010) which was created based on Organ’s concept (1988) and Podsakoff *et al.* (1990). The scale used in this study was divided into five levels consisting of Level 1 (Very Disagreed) to Level 5 (Very Agreed).

The research group tested indices of consistency between questions and definitions of terms in each area for each questions on the questionnaire and found the content validity index to range from 0.60-1. The research group then tested the questionnaire and found the entire set to have reliability at 0.962. Furthermore, the research group analyzed variables for confirmatory components before testing the model and found component weight of every latent variable to have the weight range of

0.570-0.876 with statistical significance at 0.001 and every observed variable passed the consideration criteria at 0.3 (Kim and Mueller, 1978). In the meantime, the latent variable with the highest reliability was job satisfaction with reliability at 0.944, followed by organizational citizenship behavior which had a reliability of 0.900 and employee engagement, which had the lowest reliability at 0.777. When average variance extracted was considered, every latent variable was found to have values with a range of 537-0.685 which was considered to have consideration criteria of 0.5 and up (Piriyakul, 2010) (Table 1).

RESULTS AND DISCUSSION

According to the analysis of personal factors, most of the respondents (78.20%) were female and male (21.80%). In the meantime, most of the respondents were found to be aged 51 years and up (30.50%), followed by 31-40 years (29.80%) and only 17.50 % of the samples were aged 20-30 years. In terms of education, most of the samples were found to have graduated with a bachelor’s degree (73.70%), followed by a master’s degree (24.80%) with only 1.50 % of the samples who had graduated with a doctorate degree. When the positions of teachers who completed the questionnaires were considered, most of the teachers were found to have positions as Kor. Sor.

Table 2: Basic variable statistics

Variables	Mean	SD	Min.	Max.	SK	KU	Var	VIF	Value of meaning
Task variety	4.28	0.51	2.33	5.00	-0.290	0.05	0.26	1.70	Very High
Task Identity	4.08	0.48	2.33	5.00	-.008	0.03	0.23	2.06	High
Task significance	4.16	0.52	2.00	5.00	-0.110	0.04	0.27	2.05	High
Autonomy	4.05	0.54	2.00	5.00	-0.090	0.61	0.30	1.91	High
Feedback from Job	4.10	0.52	2.50	5.00	-0.030	0.34	0.27	1.61	High
Organizational encouragement	4.23	0.48	2.33	5.00	-0.080	0.17	0.23	1.62	Very High
Supervisory encouragement	4.12	0.47	2.33	5.00	-0.240	0.61	0.22	2.22	High
Work group support	4.19	0.48	2.40	5.00	-0.040	0.01	0.23	2.14	High
Sufficient resources	4.13	0.50	2.00	5.00	-0.320	1.22	0.25	2.02	High
Acceptance of organizational Goals and values	4.17	0.43	2.50	5.00	0.180	0.31	0.18	1.69	High
Complete willingness to dedicate personal capabilities	4.21	0.48	3.00	5.00	0.100	-0.52	0.23	2.63	Very High
Desire to continue to work for the organization	4.20	0.48	1.75	5.00	-0.410	1.16	0.23	1.78	High
Job satisfaction	4.11	0.47	2.00	5.00	-0.530	2.19	0.22	1.29	Very High
Altruism	4.17	0.43	2.80	5.00	0.460	0.19	0.18	2.47	High
Conscientiousness	4.29	0.47	3.00	5.00	0.050	-0.65	0.22	2.47	Very High
Sportsmanship	4.17	0.46	2.60	5.00	0.090	0.06	0.21	2.82	High
Courtesy	4.28	0.46	3.00	5.00	0.090	-0.53	0.21	3.18	Very High
Civic virtue	4.26	0.47	3.00	5.00	0.130	-0.51	0.22	2.87	Very High

Table 3: Analysis of factors which create direct, indirect and overall influences

Factors	Job satisfaction			Employee engagement			Organizational citizenship behavior		
	DE	IE	TE	DE	IE	TE	DE	IE	TE
Job characteristics	0.326	-	0.326	0.701	-	0.701	0.185	0.521	0.706
Organizational climate	0.327	-	0.327	0.187	-	0.187	0.103	0.170	0.273
Job satisfaction	-	-	-	-	-	-	0.129	-	0.129
Employee engagement	-	-	-	-	-	-	0.683	-	0.683

3 teachers (28.75%), followed by Kor. Sor. 1 teachers (27.75%) and only 1.25 % of the samples had positions as Kor. Sor. 4 teachers.

Concerning job characteristics, all five variables were found to have a mean score of 4.05-4.28. Respondents perceived very high skill variety (mean at 4.28), followed by high task significance (mean at 4.16) and a mean of 4.05 or high perception for autonomy. When basic environmental factor statistics were considered, all five variables were found to have a mean of 4.12-4.23. The respondents perceived very high organizational encouragement (mean at 4.23), followed by high work group support (mean at 4.19) and high perception at 4.12 for supervisory encouragement. In the area of basic statistics for employee commitment, respondents were found to have high to very high opinions (4.17-4.21). Most respondents perceived complete willingness to dedicate personal capabilities at the highest level (mean at 4.21), followed by desire to continue working with the organization (4.20) and respondents least perceived acceptance of the organization's goals and values at a high level and a mean of 4.17. On the basic statistics of job satisfaction, the respondents were found to have high agreement at a mean of 4.20. For basic statistics of organizational citizenship behavior, most of the respondents were found to have high to very high levels at a mean of 4.17-4.29. When organization variables were

considered individually, conscientiousness was found to have the highest mean at 4.29, followed by altruism with very high perception (mean of 4.26) and civic virtue and sportsmanship were found to have an equal means of 4.17 with the lowest perception level (Table 2).

Analysis of structural equation modeling: The researchers conducted a test on consistent monitoring of structural equation modeling as well as direct and indirect influences on OCB to the empirical data by using the model which was developed by the researchers. The analysis of the first data shows that the 'structure' is not consistent with empirical data, according to the hypothesis. The researchers adjusted the 'structure' in according to the hypothesis to fit the empirical data, based on recommendations of the program-Modification Index. The data analysis after adjustment is shown in Fig. 1: $\chi^2 = 153.595$, $df = 128$, $p = 0.061$, $RMSEA = 0.022$, $\chi^2/df = 1.20$, $GFI = 0.964$ Table 3 showed job characteristics consisting of skill variety, task identity, task significance, autonomy and feedback from job to have direct effects on job satisfaction and employee engagement consisting of acceptance of the organization's goals and values, complete willingness to dedicate personal capabilities and desire to continue to work with the organization including organizational citizenship behavior consisting of altruism,

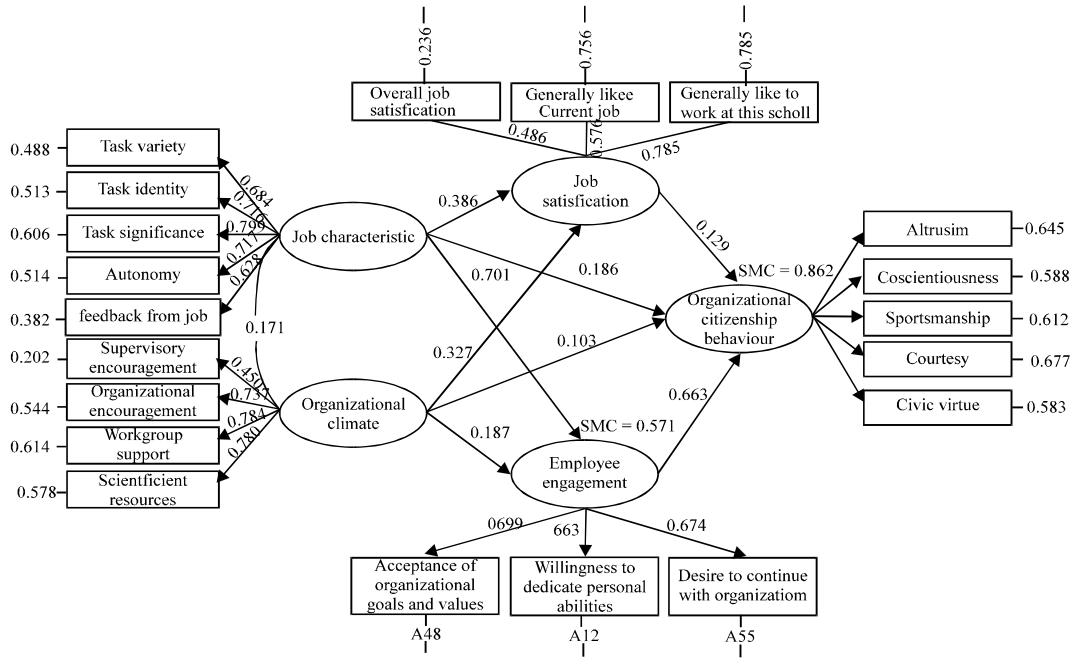


Fig. 1: Analysis of hypothetical structure equation of job characteristics, organizational climate, job satisfaction and employee engagement affecting organizational citizenship behavior among teachers working in the pathum thani primary education service area

conscientiousness, sportsmanship, courtesy and civic virtue. In the meantime, organizational climate consisting of organizational encouragement, supervisory encouragement, work groups support and sufficient resources directly affected job satisfaction and employee engagement consisting of acceptance of the organization’s goals and values, complete willingness to dedicate personal capabilities and desire to continue to work with the organization including organizational citizenship behavior consisting of altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Moreover, employee engagement and job satisfaction also influenced organizational citizenship behavior with statistical significance.

Job characteristics directly influenced employee engagement, job satisfaction and organizational citizenship behavior with statistical significance at 0.05, respectively, and job characteristics indirectly affected organizational citizenship behavior via employee engagement and job satisfaction with statistical significance at 0.05 as a result of job characteristics requiring skill variety, task identity and task significance, causing employees to feel satisfied and motivated to increase energy and efforts. Autonomy provided opportunities for employees to control their own work and feel that they own the work as the persons responsible for

outcomes by increasing willingness to work. The findings also concur with the study of Thomas, Bobultz and Winkelspecht among Faculty of Art student samples which revealed job characteristics to affect job satisfaction with influence coefficient at 0.24 with statistical significance at 0.01. The same was true with the study of Bhuian *et al.* (2001) who found autonomy, feedback from job and task identity to have influenced job satisfaction with influence coefficients at 0.22, 0.33 and 0.11 with statistical significance at 0.001 while job characteristics directly influenced employee engagement because job characteristics was perceived to be directly related to employee engagement to the organization. When a person has job satisfaction, a positive attitude toward work, the person has good feelings toward the organization until feelings develop into engagement with the organization (Madpalod *et al.*, 2013). The findings concurred with Nwosu *et al.* (2013) who studied 232 employees in the Nigerian private sector and found task identity and contact with others to have influenced employee engagement with statistical significance at 0.05.

Job characteristics directly affect organizational citizenship behavior because all 5 job characteristic components help individuals feel ownership and participation in responsibilities, thereby creating an internal motivation to work and fully use personal

capabilities to deliver the best result in working. The aforementioned action can be expressed by having organizational citizenship behavior in line with the study of Cappelli and Rogovsky (1998) who implemented Hackman and Oldham's theory (1975). According to the findings, the studied theory concurred with evidence-based data and can be used to explain organizational citizenship behavior with statistical significance for every variable at 0.05. Chen and Chiu (2009) who tested all five variables found the variables to concur with evidence-based data. According to the findings, all of the variables concurred with evidence-based data. Furthermore, job characteristics indirectly influenced organizational citizenship behavior via employee engagement and job satisfaction with statistical significance at 0.05. This may be because job characteristics components enabled employees to work at full capacity with the most independence, thereby creating job satisfaction and engagement to the organization which provided and prepared job characteristics consistent with personal needs and environments along with being able to work smoothly and effectively. Furthermore, the individual's job characteristic perception was related to employee engagement. When individuals have satisfaction, a positive attitude toward the job, individuals will have good feelings toward the organization until individuals expressed organizational citizenship behaviors. The findings concurred with Todd and Kent (2006) who studied the influence of job characteristics on organizational citizenship behavior and found task significance to create job satisfaction and perception of work capabilities had direct and indirect influence on expression of organizational citizenship behavior by having indirect influence via the mediating factor of job satisfaction. According to Madpalod *et al.* (2013) who studied by testing job characteristics toward organizational citizenship behavior by using employee engagement as a mediating factor, job characteristics indirectly influenced organizational citizenship behavior via employee engagement with statistical significance at 0.05.

Organizational climate directly influenced organizational citizenship behavior and indirectly influenced organizational citizenship behavior via job satisfaction and employee commitment. The findings concurred with the concept of Steers (1977) who stated organizational climate caused individuals to express behaviors in various characteristics when working or expressing behaviors in the organization while also determining behaviors and attitude of workers in the organization. In other words, organizational climate was the personnel's perception at the personal, group and

organizational levels. In overall, individuals' behaviors will be considered as organizational behavior because of link between individuals and the environment, causing the individual to perceive and feel to visible work (Steers and Porter, 1987). Furthermore, Brown and Moberg (1980) presented opinions further than organizational climate was a factor supporting and promoting organization member expectations toward various organization components, which will stimulate good attitude toward the organization. This may be due to the fact that teachers had job satisfaction when working for an organization with a climate facilitative to work in addition to feeling love and commitment to the organization, leading to organizational citizenship behavior in the end.

Job satisfaction was directly related to organizational citizenship behavior with statistical significance at 0.05. This can be explained with two main reasons consisting of employee perception of norm of reciprocity, meaning high employee satisfaction will influence employees' work responsibilities, whereby employees will be motivated to express behaviors influencing work in the organization. Secondly, employees who feel good will influence their work responsibilities, resulting in higher trends of participation in actions for other persons or colleagues. Therefore, the strong correlation between job satisfaction and performance was the reason for considering employee behavioral expressions (Shokrkon and Naami, 2009). This concurred with the study of Paille who used job satisfaction as a mediator variable in studying organizational citizenship behavior among two sample groups of 138 and 294 engineers and truck drivers, respectively. Paille found job satisfaction to have influenced organizational citizenship behavior with statistical significance at 0.05 in both sample groups. In the meantime, Swaminathan and Jawahar (2013) studied 252 personnel in various university faculties using questionnaires obtained from modification and development of associated theories and found work motivation to affect organizational citizenship behavior with statistical significance.

Employee engagement directly influenced organizational citizenship behavior with statistical significance at 0.05. This may be because persons with high psychological engagement had high motivation to work and express organizational citizenship behavior (Mcshane and Von Glinow, 2000; Greenberg and Baron, 1993). Furthermore, Jex and Britt (2008) stated employee engagement was a wish for the person to be part of the organization at all times, whereby the personnel will identify with the organization with values and willingness to dedicate physical and mental energies to perform organization missions to achieve success. This concurred with the findings of many researchers. Javadi and

Yavarian (2011) tested organization identity and employee engagement for influence on organizational citizenship behavior using structural equation statistics to test both factors and found employee engagement to have influenced organizational citizenship behavior with statistical significance at $\beta = 0.42$, $p < 0.05$.

CONCLUSION

The findings were the same as the findings of Zeinabadi and Salehi (2011) who studied 652 teachers using structural equation analysis and found employee engagement to directly influence organizational citizenship behavior with a coefficient of 0.18 with statistical significance. Zeinabadi and Salehi stated employee engagement influencing organizational citizenship behavior was caused by social exchange because individuals will perceive their environment and express perception and satisfaction with the aforementioned environment in the same direction as what individuals received from the organization's preparations. The aforementioned issue was closely connected which means high employee engagement also influenced organizational citizenship behavior to a high degree.

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