

## TO EXPLORE THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB PERFORMANCE, WITH JOB SATISFACTION AS THE MEDIATING VARIABLE

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### ABSTRACT

*In today's business environment, companies face expectations and pressures from various stakeholders, with employees being the most important. Attracting employees and establishing interaction with them is a key factor in creating a competitive advantage for the business. Employee engagement with the company is typically influenced by their attitudes and feelings toward the organization. Employees' pride in the company will stem from their positive perceptions of the business and its achievements. As a result, they will put more effort into contributing to the business and demonstrate greater loyalty to the company. In today's Taiwan, the post-pandemic era and the trend of declining birth rates have put significant pressure on companies that focus on human resource services. As a result, employee organizational citizenship behavior and job performance have become increasingly important topics for businesses. This study aims to explore the relationship between organizational citizenship behavior (OCB) and employee job performance, and further examine the mediating role of job satisfaction in this relationship. As a voluntary behavior that goes beyond job responsibilities, OCB has a profound impact on organizational operations, while employee job performance is an important indicator of employee contributions. Previous studies have primarily focused on the direct relationship between OCB and employee job performance. However, job satisfaction, as a potential mediating variable, has not been sufficiently explored. This study uses a questionnaire survey method to collect data from employees in various service industries and employs SPSS statistical analysis to examine the mediating effect of job satisfaction on the relationship between OCB and employee job performance. The results show that OCB has a positive impact on employee job performance, with job satisfaction playing an important mediating role. Specifically, when employees exhibit higher levels of OCB at work, it enhances their job satisfaction, which in turn boosts their job performance. The results of this study not only enrich the theoretical foundation between OCB and employee job performance, but also highlight the importance of job satisfaction in this relationship, providing practical recommendations for businesses in human resource management. Future research could further explore other potential mediating variables, as well as the differences in OCB and employee job performance across different cultural contexts.*

**Keywords:** Organizational Citizenship Behavior, Employee Job Performance, Job Satisfaction, Service Industry

## 1. INTRODUCTION

In today's rapidly changing society, the service industry faces increasing challenges in delivering service quality. As the importance of customers continues to grow, their expectations have become critically significant. This is especially true for businesses that rely heavily on human-delivered services, as they involve direct interactions with customers (Celiker & Guzeller, 2022). Consequently, the relationship between employees' organizational citizenship behavior (OCB) and job performance becomes increasingly vital. Therefore, in order to gain a competitive advantage, service industries must implement specific guidelines to meet customer needs and ensure that their employees provide high-quality services (Victorino & Bolinger, 2012; King et al., 2013). This can be achieved through the promotion of organizational citizenship behavior, as employees with high levels of OCB tend to engage in proactive behaviors such as innovation, learning, and developing high-quality relationships with

colleagues, supervisors, and subordinates, thereby contributing to improved organizational performance (Atatsi et al., 2019).

Given the labor-intensive nature of the service industry, employee productivity is difficult to quantify. Therefore, the key challenge lies in how to strengthen employees' sense of responsibility, enhance job satisfaction, align organizational and individual goals, and ultimately improve both organizational and individual performance. These are the fundamental purposes behind performance evaluation in the service sector. Accordingly, this study focuses on the service industry to examine the relationship between organizational citizenship behavior (OCB) and employee job performance, with particular attention to whether job satisfaction serves as a mediating factor influencing this relationship.

### **Research Objectives**

- 1) To investigate the relationship between organizational citizenship behavior (OCB) and employee job performance.
- 2) To examine the relationship between organizational citizenship behavior (OCB) and job satisfaction.
- 3) To explore the relationship between job satisfaction and employee job performance.
- 4) To analyze the mediating role of job satisfaction in the relationship between organizational citizenship behavior (OCB) and employee job performance.

This chapter explores the three key variables of organizational citizenship behavior (OCB), employee job performance, and job satisfaction. It is divided into six sections. The first section focuses on organizational citizenship behavior. The second section addresses employee job performance. The third section discusses job satisfaction. The fourth section reviews the literature on the interrelationships among organizational citizenship behavior, employee job performance, and job satisfaction. The fifth section provides a summary of the relationships among the variables and presents the research hypotheses. The sixth section discusses the practical application of OCB, job performance, and job satisfaction within the service industry context.

### **Organizational Citizenship Behavior (OCB)**

The concept of Organizational Citizenship Behavior (OCB) was first introduced by Barnard (1938) as the "willingness to cooperate." Later, Katz (1964) further distinguished between "in-role behavior" and "extra-role behavior." Katz and Kahn (1978) proposed that for an organization to achieve high performance, employees generally exhibit three types of behavior: (1) the willingness to remain within the organization, (2) adherence to prescribed organizational norms and responsibilities- referred to as in-role behavior, and (3) actions that go beyond formal job requirements, performed voluntarily and for the benefit of the organization- referred to as extra-role behavior.

Organ (1988) defined OCB as a form of discretionary individual behavior that is not directly or explicitly recognized by the formal reward system, yet it promotes the effective and efficient functioning of the organization. He further emphasized that such behaviors, while beneficial to the organization, are not part of the formal job requirements (Organ, 1990). Similarly, Lee and Allen (2002) described OCB as employee behavior that is not specified within job descriptions or formal duties, but nonetheless contributes to organizational effectiveness.

Bateman and Organ (1983) also noted that OCB represents behaviors not formally required, yet implicitly desired by the organization- behaviors that reflect an informal agreement

between employees and the organization, where employees willingly go beyond their basic job responsibilities.

### **Job Performance (JP)**

Spangenberg (1994) proposed that job performance comprises three levels: organizational, process, and individual, with the individual employee being the most critical. As such, human resources play a vital role in the operational process of enterprises. Achieving overall organizational performance goals requires the cooperation and coordination of all members within the organization.

A review of the literature reveals that there is no universally accepted definition of job performance among scholars. The main debate centers around whether job performance should be defined based on the behaviors employees exhibit during the work process- the behavioral perspective, or based on the final outcomes or goals achieved- the results-based perspective.

Campbell (1990) advocated for the behavioral perspective, arguing that performance should be separated from results, as outcomes can be influenced by systemic factors. He defined job performance as "observable behavior relevant to the goals of the organization." Similarly, Murphy (1990) defined performance as "a set of behaviors relevant to the goals of the organization or its departments in which a person works."

On the other hand, Bernardin and Beatty (1984) supported the results-based perspective, defining job performance as "the record of outcomes produced on a specified job function or activity during a specified time period." They explained that job results are most closely linked to strategic organizational goals, customer satisfaction, and return on investment.

**Hypothesis H1:** Organizational Citizenship Behavior (OCB) has a positive effect on employee job performance.

### **Job Satisfaction (JS)**

The concept of Job Satisfaction was first introduced by Hoppock (1935), who defined it as the degree of psychological and physiological satisfaction individuals derive from their work environment. It is considered a psychological state and a holistic, singular concept that reflects workers' subjective reactions to both the job itself and the surrounding work environment- one of the most commonly used approaches to measure job satisfaction.

Vroom (1964) viewed job satisfaction as an employee's emotional response or feeling toward the role they play within an organization. This perspective emphasizes overall perception rather than specific aspects of job content. Similarly, Weiss et al. (1967) defined job satisfaction as the discrepancy between the satisfaction an individual expects from their job and the satisfaction actually received. This encompasses a range of factors, such as autonomy, job variety, stability, innovation, sense of security, opportunities to apply skills, degree of authority, moral value of the work, social status, and sense of achievement. It also includes satisfaction with promotion opportunities, salary and rewards, technical guidance, organizational policies and implementation, and interactions with coworkers. The greater the discrepancy between expectations and actual experiences, the lower the job satisfaction.

Porter and Lawler (1968) also emphasized the gap between expected and actual rewards as the basis for job satisfaction. They argued that the larger the discrepancy (when expectations

exceed reality), the lower the satisfaction, and vice versa. This feeling is largely shaped by individual subjective judgment.

Smith et al. (1969) defined job satisfaction as emotional reactions to various aspects of the job, including the nature of the work itself, compensation, promotion, supervision, and coworkers. Hsu Shih-Chun (1977) similarly stated that job satisfaction reflects the emotions employees have toward their work and aligned with Porter and Lawler's (1968) view- that satisfaction is determined by the gap between expected and actual rewards.

Blegen (1993) defined job satisfaction as an individual's feelings toward their work, which can be categorized into five dimensions: job content, supervision, compensation, promotion, and relationships with colleagues. Finally, Robbins (2006) characterized job satisfaction as the total set of feelings an employee holds about their job, emphasizing that it is an attitude rather than a behavior.

**Hypothesis H2:** Organizational Citizenship Behavior (OCB) has a positive effect on job satisfaction.

**Hypothesis H3:** Job satisfaction has a positive effect on employee job performance.

## 2. RESEARCH METHOD

Based on the research objectives, research methods, and the literature review in Chapter 2, this chapter presents the research framework, research hypotheses, sample selection, data collection, research tools, and research methods. A quantitative research approach is employed, using SPSS statistical analysis to evaluate the relationship between Organizational Citizenship Behavior (OCB), employee job performance, and job satisfaction.

Based on the four research objectives, the research framework for this study is planned as follows: Organizational Citizenship Behavior (OCB) as the independent variable, employee job performance as the dependent variable, and job satisfaction as the mediating variable.

The proposed research framework is illustrated in Figure 1 below.

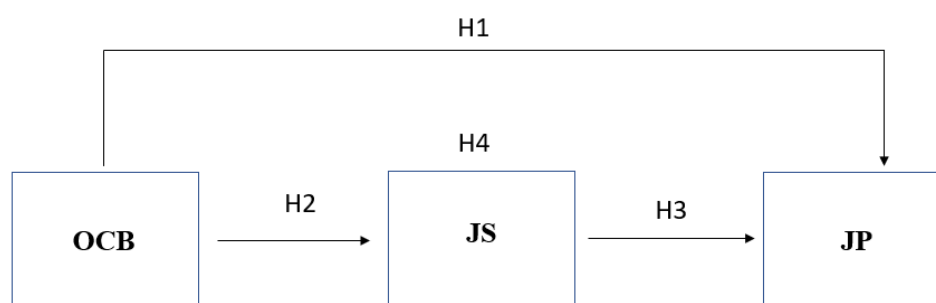


Figure 1. The research framework of the present study

The purpose of this study is to explore the relationships among Organizational Citizenship Behavior (OCB), job satisfaction, and employee job performance. Based on the literature review and research framework, the following hypotheses are proposed for analysis:

Hypothesis H1: Organizational Citizenship Behavior (OCB) has a positive effect on employee job performance.

Hypothesis H2: Organizational Citizenship Behavior (OCB) has a positive effect on job satisfaction.

Hypothesis H3: Job satisfaction has a positive effect on employee job performance.

Hypothesis H4: Organizational Citizenship Behavior (OCB) has a positive indirect effect on employee job performance through job satisfaction as a mediating variable.

### **Scope and Characteristics of Sample Selection**

This study focuses on the service industry, which emphasizes human resources, due to its highly competitive nature and the current impact of labor shortages in Taiwan. The participants were selected to include middle and senior-level managers, as well as frontline staff and employees. The sample selection process took into account representativeness and comparability to ensure the credibility and validity of the research results. Therefore, part-time workers and short-term students involved in school-industry collaboration were excluded from the survey.

### **Data Collection Tools**

The questionnaire was distributed using Google Forms, and structured questionnaires were employed to collect data on Organizational Citizenship Behavior (OCB) and related variables. All scales used a Likert five-point scale, with scores ranging from low to high (1 to 5), corresponding to "Strongly Disagree," "Disagree," "Neutral," "Agree," and "Strongly Agree." To ensure the surface validity of the measurement tools, slight modifications were made to the wording of the scales to align with the terminology commonly used in the service industry, as detailed in the questionnaire design section.

The following provides an explanation of the survey items for each research hypothesis variable:

The background information collected includes age, gender, educational level, industry type, job position, and rank. This data is used to analyze the characteristics of the sample.

The questionnaire for this section is based on the Organizational Citizenship Behavior scale developed by Lin Shu-chi et al. (1994), consisting of 22 items.

This study uses the short version of the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967), consisting of 20 items.

The scale used to measure employee job performance in this study is based on the scale developed by Borman & Motowidlo (1993), specifically selecting items related to task performance. A total of 6 items are included.

## **3. RESULTS AND DISCUSSIONS**

The purpose of this chapter is to test the hypotheses proposed in this study, using the SPSS software package as the statistical analysis tool. Preliminary data analysis is first conducted using descriptive statistics to explore the analysis results of this research framework, including

frequency distribution, percentages, mean values, and standard deviations, in order to understand the distribution of the collected data across various dimensions. Subsequently, reliability analysis, factor analysis, and correlation analysis are performed to further examine the significance of the correlations between variables, which helps to verify the relationships that the hypotheses aim to explore. Finally, hierarchical regression analysis is used to test the research hypotheses. The following sections provide a detailed explanation of the analysis process and results.

### **Basic Information - Frequency Distribution**

A total of 292 samples were collected for this study. After excluding incomplete data, 287 valid samples were retained. The sample characteristics are described as follows:

- 1) Age: The majority (58.9%) are between the ages of 21 and 40.
- 2) Gender: Female respondents constitute the majority at 57.1%.
- 3) Education Level: 78.6% of the respondents have a college education or higher.
- 4) Marital Status: The majority (57.1%) are either unmarried or married without children.
- 5) Work Nature: The majority (63.1%) work in sales or business operations.
- 6) Job Position: Service staff and frontline supervisors make up the majority (62.8%).
- 7) Company Experience: 55% of respondents have worked for the company for 5 years or less.
- 8) Department Tenure: 45.7% of respondents have been in their department for less than a year.
- 9) Department Size: The majority (62%) of respondents work in departments with fewer than 10 members.

### **Descriptive Statistical Analysis**

Descriptive statistical analysis was conducted on the three variables: Organizational Citizenship Behavior (OCB), employee job performance, and job satisfaction. The analysis includes the calculation of mean and standard deviation for each variable, with the summarized results presented below.

Within this variable, item 17 recorded the lowest mean score (2.59), while item 11 had the highest (4.57). The overall average mean score across all items for OCB was 3.74.

For this variable, item 4 had the lowest mean score (3.64), while item 8 had the highest (4.48). The overall average mean score across all items was 4.17.

For this variable, item 2 had the lowest mean score (4.04), while item 1 had the highest (4.17). The overall average mean score across all items was 4.08.

### **Reliability and Factor Analysis**

This study conducted reliability testing for each variable. Reliability refers to the consistency and stability of a measurement tool. The higher the reliability of a scale, the more consistent, stable, and dependable it is considered to be. Internal consistency is commonly used to indicate the level of reliability. In this study, Cronbach's  $\alpha$  coefficient was used to examine the internal consistency of each scale. A Cronbach's  $\alpha$  value of 0.7 or above is generally regarded as acceptable, indicating that the measurement tool is reasonably reliable. Additionally, factor analysis was employed, and items with a factor loading of less than 0.5 were removed to simplify the dataset. This method condenses a large number of variables into a smaller set of meaningful factors, allowing for a more effective explanation of the data.

The internal consistency of the items in this study yielded a Cronbach's  $\alpha$  value of 0.921 (greater than 0.7), indicating a high level of internal consistency. After dimensionality reduction and fixing the number of factors to one, all factor loadings exceeded 0.5, and the Kaiser-Meyer-Olkin (KMO) value was 0.911 (greater than 0.7). In addition, the Bartlett's test of sphericity yielded a p-value less than 0.001, indicating statistical significance.

The internal consistency of the items in this study yielded a Cronbach's  $\alpha$  value of 0.972 (greater than 0.7), indicating excellent internal consistency. After dimensionality reduction and fixing the number of factors to one, all factor loadings were greater than 0.5, and therefore no items were removed. Additionally, the Kaiser-Meyer-Olkin (KMO) value was 0.953 (greater than 0.7), and Bartlett's test of sphericity yielded a p-value less than 0.001, indicating a statistically significant result.

The internal consistency of the items in this study yielded a Cronbach's  $\alpha$  value of 0.983 (greater than 0.7), indicating excellent internal consistency. After dimensionality reduction and fixing the number of factors to one, all factor loadings were greater than 0.5, so no items were removed. In addition, the Kaiser-Meyer-Olkin (KMO) value was 0.964 (greater than 0.7), and Bartlett's test of sphericity yielded a p-value less than 0.001, indicating a statistically significant result.

### **Correlation Analysis**

This study adopts Pearson's product-moment correlation analysis to examine the relationships among the variables: Organizational Citizenship Behavior (OCB), job satisfaction, and employee job performance. The purpose is to explore whether the relationships between variables reach statistical significance, thereby providing a clearer understanding of the overall research framework and laying a solid foundation for the subsequent hierarchical regression analysis.

The strength and meaning of the correlation coefficient ( $r$ ) are interpreted as follows:

- 1) 1.00 – Perfect correlation
- 2) 0.99 to 0.50 – High correlation
- 3) 0.49 to 0.30 – Moderate correlation
- 4) 0.29 to 0.10 – Low correlation
- 5) Below 0.09 – Weak or no correlation

The correlation analysis results of the research variables are presented in the table below.

### **Correlation between Organizational Citizenship Behavior and Employee Job Performance**

Organizational Citizenship Behavior (OCB) is significantly and positively correlated with employee job performance ( $r = 0.564$ ,  $p < 0.001$ ). This indicates that in this study, higher levels of OCB exhibited by employees are strongly associated with higher levels of job performance.

### **Correlation between Organizational Citizenship Behavior and Job Satisfaction**

OCB is significantly and positively correlated with job satisfaction ( $r = 0.707$ ,  $p < 0.001$ ). This shows a strong relationship between the degree of OCB demonstrated by employees and their level of job satisfaction in this study.

### **Correlation between Job Satisfaction and Employee Job Performance**

Job satisfaction is significantly and positively correlated with employee job performance ( $r = 0.760$ ,  $p < 0.001$ ), indicating that in this study, higher job satisfaction is strongly associated with better job performance among employees.

### **Hierarchical Regression Analysis**

In this study, the independent variable (Organizational Citizenship Behavior), the dependent variable (Employee Job Performance), and the mediating variable (Job Satisfaction) were sequentially entered into the regression equation.

### **Organizational Citizenship Behavior and Employee Job Performance Regression Analysis**

As shown in Table 12, when considering control variables, it is found that Organizational Citizenship Behavior significantly impacts Employee Job Performance, with a regression effect reaching a significant level ( $F = 149.019$ ,  $p < 0.001$ ), indicating statistical significance. The  $R^2$  value is 0.318, meaning that the predictor variable can explain 31.8% of the variance in job performance. In other words, Organizational Citizenship Behavior explains 31.8% of the variation in Employee Job Performance. Additionally, Organizational Citizenship Behavior has a significant positive impact on Employee Job Performance ( $\beta = 0.564$ ,  $p < 0.001$ ), suggesting that employees who exhibit higher Organizational Citizenship Behavior tend to achieve better results in job performance evaluations. Therefore, Hypothesis 1 is supported by the results of this study.

### **Regression Analysis of Organizational Citizenship Behavior and Job Satisfaction**

As shown in Table 13, when considering control variables, it is found that Organizational Citizenship Behavior significantly affects Job Satisfaction, with the regression effect reaching a significant level ( $F = 319.017$ ,  $p < 0.01$ ), indicating statistical significance. The  $R^2$  value is 0.500, meaning that the predictor variable can explain 50% of the variance in job satisfaction. In other words, Organizational Citizenship Behavior explains 50% of the variation in Job Satisfaction. Additionally, Organizational Citizenship Behavior has a significant positive impact on Job Satisfaction ( $\beta = 0.707$ ,  $p < 0.01$ ), suggesting that the higher the level of Organizational Citizenship Behavior, the better the employees' job satisfaction results. Therefore, Hypothesis 2 is supported by the results of this study.

### **Regression Analysis of Job Satisfaction and Employee Job Performance**

As shown in Table 14, when considering control variables, it is found that Job Satisfaction significantly affects Employee Job Performance, with the regression effect reaching a significant level ( $F = 437.290$ ,  $p < 0.01$ ), indicating statistical significance. The  $R^2$  value is 0.578, meaning that the predictor variable can explain 57.8% of the variance in job performance. In other words, Job Satisfaction explains 57.8% of the variation in Employee Job Performance. Furthermore, Job Satisfaction has a significant positive impact on Employee Job Performance ( $\beta = 0.760$ ,  $p < 0.01$ ), indicating that the higher the level of Job Satisfaction, the better the employees' job performance results. Therefore, Hypothesis 3 is supported by the results of this study.



### **Regression Analysis of Job Satisfaction on Organizational Citizenship Behavior and Employee Job Performance**

As shown in Table 15, according to Baron & Kenny's (1986) causal approach, three conditions must be met:

- 1) The independent variable must have a significant positive effect on the mediator.
- 2) The independent variable must have a significant positive effect on the dependent variable.
- 3) The mediator must have a significant positive effect on the dependent variable.

After all three conditions are satisfied, hierarchical regression analysis can be performed. If any one condition is not met, it indicates that the hypothesis is not supported. Upon adding the mediator variable, Job Satisfaction, the  $\beta$  value of Job Satisfaction is 0.723, which is significant at the 0.1% level, indicating the presence of a mediation effect. This result shows that the relationship between Organizational Citizenship Behavior and Employee Job Performance changes depending on the level of Job Satisfaction. Therefore, Hypothesis 4 is supported by the results of this study.

## **4. CONCLUSIONS AND SUGGESTIONS**

This study focuses on the service industry, exploring the relationships between organizational citizenship behavior (OCB), job satisfaction, and employee job performance. Based on the data analysis, the following conclusions are drawn:

- 1) **Positive Impact of Organizational Citizenship Behavior on Employee Job Performance:** Organizational citizenship behavior has a significant positive impact on employee job performance, consistent with past research. Employees who voluntarily exhibit proactive OCB are able to improve their job performance. Therefore, organizations should encourage employees to actively engage in informal behaviors within the organization, which not only enhances individual performance but also contributes to overall organizational effectiveness.
- 2) **Positive Impact of Job Satisfaction on Employee Job Performance:** This study finds that job satisfaction significantly positively influences employee job performance. This means that the higher an employee's job satisfaction, the better their job performance. Therefore, improving employee job satisfaction- whether in terms of compensation, work environment, job stability, or career advancement opportunities- is crucial for enhancing job performance.
- 3) **Mediating Effect of Job Satisfaction:** Job satisfaction plays a mediating role between organizational citizenship behavior and employee job performance, indicating that employee job satisfaction effectively transmits the positive impact of OCB on job performance. Thus, job satisfaction not only serves as an indicator of individual motivation but also acts as a mediator for improving job performance.

### **Suggestions for Future Research**

- 1) **Expanding the Scope of Research:** This study focuses on the service industry. Future studies can extend to different industries for comparative research, validating the generalizability of the relationships between organizational citizenship behavior, job satisfaction, and job performance.
- 2) **Cross-Cultural Comparative Studies:** Due to cultural differences between countries and regions, employees' attitudes and behaviors at work may vary. Future studies could examine how organizational citizenship behavior and job satisfaction affect job performance across different cultural backgrounds and offer corresponding management strategies.
- 3) **Longitudinal Studies:** This study is a cross-sectional study. Future research could conduct longitudinal studies to observe how employees' organizational citizenship behavior and job satisfaction evolve over time and how these changes impact their job performance.

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