

## Job Satisfaction as an Indicator of Organizational Citizenship Behaviour



Psychology

**KEYWORDS :** Job Satisfaction, Organizational Citizenship Behaviors

Dr. Imran Khan

Assistant Professor, Department of Psychology, D.A.V. Post Graduate College, Siwan – 841226. Bihar, INDIA.

### ABSTRACT

*The present paper tends to examine the relationship between Job Satisfaction and Organizational Citizenship Behavior. The main thrust of the paper is to investigate whether job satisfaction is a strong indicator of organizational citizenship behavior including all its relevant dimensions or not. To achieve the purpose the current study was conducted on faculty members of some randomly selected constituent colleges of Jai Prakash University, Chapra, and Bihar, India. The job satisfaction was measured on the basis of intrinsic and extrinsic factors while organizational citizenship behavior was assessed on the basis of five relevant dimensions namely, Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue. The result showed that job satisfaction is a weak indicator of OCB and has only partial influence on the dimensions of OCB.*

### INTRODUCTION

The advent of 21<sup>st</sup> century witnessed a new era of globalization which brought revolutionary changes in every spheres of life. In this global scenario, organizations in general and educational institutions in particular are facing a fierce competition. Therefore, most of the organizations are realizing the need for the betterment and welfare of their employees because it has been globally recognized that employees are the backbone of organizations. Employee's attitude and behavior not only affect their performance but also affect the performance of organization as a whole. Teachers like other employees also play an important role in education sector. It has been widely observed that the role of teachers is not only important in making an educational institution effective but also their contribution as a social engineer is also got appreciation. Teachers play an important role in effective functioning of educational institution so they must be satisfied and committed with their jobs. Studies showed that faculty members who are satisfied with their jobs exhibit better Organizational Citizenship Behavior (OCB) and in turn it reflects on their work performance. Many studies have been done in order to explore the relationship of employee perceptions of fairness, leader behavior, employee attitude, personality traits and job satisfaction as predictor of OCB as discussed by Podsakoff et al. (2009). Although their correlation and magnitude of relationship with OCB differs across various studies but none of them denied the effect of OCB's on the organizational effectiveness. The study aims to explore the level of OCB among faculty members of the faculty members of Jai Prakash University, Chapra, Bihar. It also aims to find out the level of job satisfaction, its relationship with overall OCB and its various dimensions i.e., Courtesy, Conscientiousness, Civic virtue Altruism and Sportsmanship. This study will also lead us to find out evidences about the relationship of job satisfaction and its magnitude as a predictor of OCB. It also aims to find out the level of job satisfaction, its relationship with overall OCB and its various dimensions i.e., Courtesy, Conscientiousness, Civic virtue, Altruism and Sportsmanship. This study will also lead us to find out evidences about the relationship of job satisfaction and its magnitude as an indicator of OCB.

### REVIEW OF LITERATURE

#### Organizational Citizenship Behaviour (OCB)

The term "Organization Citizenship Behavior" (OCBs) was used for the first time by Dennis Organ (1983). According to Organ (1988, p.4), "Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization."

Organizational Citizenship Behavior was first illustrated in the work of Bateman and Organ (1983) 24 years ago and is recently gaining momentum. Organ (1988) revealed that OCB could affect the performance of the individual and in the organization. Various studies have demonstrated that OCB has a positive influence on improving the performance in the Organization (Podsakoff & Mackenzie, 1994; Krilowicz & Lowery, 1996; Pod-

sakoff, Ahearne & Mackenzie, 1997).

In this study Organ's (1983) five dimension taxonomy of OCB construct have been used which is widely practiced by many researchers across the world in different contexts and find it a valid tool to measure OCB. The five dimensions of OCB as identified by Organ (1988) are Courtesy, Civic virtue, Sportsmanship, Altruism, and Conscientiousness. Altruism refers to voluntary actions by an individual with his fellow employee who is confronting any of the work or task related problems i.e., assisting fellow employee in completion of tasks etc. (Organ, 1988). Courtesy refers to such behaviors with co-workers, whose work could be affected by one's own decisions, "touching the base" consultation, passing along information, advance notice, reminders etc. (Organ, 1988). Sportsmanship refers to not complaining about uncomfortable conditions i.e., striving for organization in difficult circumstances, tolerating inconveniences (Organ, 1988). Civic virtue refers to an active involvement in the political process of an organization, i.e., discussing work related problems attending meetings that are not required but important, speaking up for organizations concern etc. (Organ, 1988). Finally, conscientiousness refers to go beyond the minimal requirement of the task level such as attendance, housekeeping, punctuality, keeping work place clean etc. (Organ, 1988).

#### Job Satisfaction (JS)

Weiss (2002) defined Job Satisfaction as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. JS is the state of pleasure the employee gains from the job and experience (Tantiverdi, 2008). Robbins (2000) conceptualized JS as the overall feelings or attitudes about the job they perform.

JS is the extent to which people enjoy their job (Spector, 1997). JS plays a critical role since it affected the behavior of employees, which in turn has an influence on the performance and functioning in the organization (Rowden, 2002).

#### Job Satisfaction and Organizational Citizenship Behavior

The relationship between JS and OCB can be represented in several ways. Organ & Konovsky (1989) reveal that JS is the strongest variable that has a significant relationship with OCB. For example, Bateman & Organ (1983) found a significant relationship between JS and OCB among University employees. Similarly, Konovsky and Organ (1996) surveyed hospital employees and revealed that JS had a significant relationship with all the five dimensions of OCB.

Strong influence of conscientiousness on OCB was displayed, which led to greater Job satisfaction (Lapierre and Hackett, 2007). It was also established that higher level of OCB led to higher JS. A significant relationship was proved between JS and OCB, moderated by team commitment in self-directed teams (Foote & Tang, 2008). Strong relationship has been proved between JS and OCB (Smith, Organ & Near, 1983; Organ, 1988). Employee satisfaction becomes essential as it leads to OCB

(Organ & Ryan, 1995). There are a few studies, which conclude that there is no relationship between JS and OCB. For example, it has been reported that JS is not a predictor of OCB (Farh et al., 1990). Similarly, Moorman (1991) has demonstrated that JS has no relationship with OCB while procedural justice relates to four out of five dimensions of OCB.

**MATERIALS & METHODS**

The data of the study was collected from faculty members as well as from the Principals of respective constituent colleges. In this study 84 faculty members participated from three randomly selected colleges of Jai Prakash University, Chapra, Bihar. Two measuring instruments were used to collect data from respondents. Job satisfaction instrument (JSI) was used to measure the satisfaction level among faculty members that was being responded by the faculty members themselves. While a complete ratings of employee’s OCB was being completed by the Principals of concerned colleges. Job satisfaction instrument (JSI) contained two aspects of job satisfaction intrinsic and extrinsic factors. It was found valid ,reliable and a feasible one to be studied.

**RESULTS & DISCCSIONS**

From the perusal of Table.1 it is evident that the faculty members of different colleges selected for the study were generally found to be satisfied with both the aspects of job satisfaction i.e., intrinsic as well as extrinsic . The faculty members were generally found to be more satisfied with extrinsic aspect of the job than the intrinsic aspect with mean score of 3.98, but the difference was negligible between both of them. On the other hand Civic virtue, dimension of OCB was on the higher side in term of mean score with 3.90. Zero order correlation was also done to measure relationship between the research variables. There was a weak relationship found between the independent variables (Intrinsic, Extrinsic factors) and dimensions of OCB. However, there were a weak but positive relationship found between Intrinsic factor as well Extrinsic factors of job satisfaction with Courtesy and Altruism dimensions of OCB with (r=.375, r=.299) and (r = .446, r = .292) at 1 % Significance level respectively. This suggests that only two dimensions of OCB Courtesy and Altruism tends to show a weak positive correlation with both aspects of job satisfaction, all other dimensions of OCB i.e. Conscientiousness, Sportsmanship and Civic virtue, show positive but insignificant correlation with both extrinsic and Intrinsic factors of job satisfaction. The multi co- linearity between all dimensions of OCB was also found to be acceptable most of the VIF values fall between 1 and 3. Thus Multi co linearity was not an issue here.

Table 1 about here

**TABLE I MEAN, STANDARD DEVIATION, AND COEFFICIENT OF CORRELATION**

Gender	M	SD	1	2	3	4	5	6	7
Age	1.83	0.34							
Tenure	2.10	1.46							
Rank	1.45	0.54							
Intrinsic Satisfaction	3.80	0.67	1.00						
Extrinsic Satisfaction	3.98	0.56	.604**	1.00					
Courtesy	3.86	0.54	.375**	.446	1.00				
Conscientiousness	3.71	0.57	0.009	0.041	0.222	1.00			
Sportsmanship	3.74	0.62	0.127	0.159	0.164	0.08	1.00		
Altruism	3.96	0.53	0.299	0.292**	0.248*	0.099	0.313	1.00	
Civic virtue	3.90	0.64	0.110	0.181	0.397**	0.290	0.010	0.054	1.00

\*\*P < .01 \*P < .05

**TABLE 2 JOB SATISFACTION EFFECTS ON OCB DIMENSIONS**

	Courtesy	Conscientious	Sportsmanship	Altruism	Civic virtue
	B S.E	B S.E	B S.E	B S.E	B S.E
Gender	-.097 .170	.177 .191	-.040 .217	.095 .177	.153 .214
Age	.019 .095	.131 .107	.138 .121	.352** .099	-.261*** .114
Tenure	.029 .058	-.432* .065	-.141 .074	-.171 .060	-.266 .069
Rank	-.124 .164	-.209 .183	.020 *** .208	-.002 .171	-.060 .193
Intrinsic Satisfaction	.069 .142	.029 .159	.096 .180	.296*** .148	-.133 .182
Extrinsic Satisfaction	.443** .186	.139 .208	.203 .236	.038 .193	.102 .239
R2	0.21	0.12	0.04	0.20	0.17
F	3.37*	1.59	0.54	3.09***	2.23**

Table 2 about here

Table 2 shows multiple regression analysis of research variables in order to find out the strength and ability of predicting variable (Intrinsic & Extrinsic factors) to predict different dimensions of OCB. The analysis revealed that extrinsic factors of job satisfaction were found moderate predictor of Courtesy dimension of OCB (Beta = .443) at 5 % significant level, while Intrinsic factors were found weak indicator of Altruism (Beta = .296) at 10% significance level. All other dimensions of OCB found insignificant in prediction by the both factors of job satisfaction. On the other hand some of the demographic variables were found significantly related with various dimensions of OCB. The Tenure was negatively related with conscientious (Beta = -.432) at 1% significant level. Similarly Age was also found related with Altruism and Civic Virtue (Beta = .352, Beta = -.261) at 5% significant level. The R2 also on the very lower side, only 21 %, 12%, 4%, 20% and 17% of the variance has been explained by the predicting variables on Courtesy, Conscientious, Sportsmanship, Altruism and Civic virtue respectively. The F value for joint significance also used to examine the relationship between the research variables. The F value of Courtesy was found (F = 3.35) significant at 1% level. Similarly F value of Civic virtue and Altruism were also found significant with (F = 3.09, F = 2.23) at 10% and 5% level respectively.

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