

## JOB SATISFACTION AS A PREDICTOR OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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### Abstract

*Job Satisfaction (JS) at work has an influence on the level of Organizational Citizenship Behavior (OCB) and in turn on work performance. The aim of this study is to determine and establish a relationship between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) among faculty in higher education institutions. In this study we have employed the Job Satisfaction and Organizational Citizenship Behavior inventories to quantify the Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) levels respectively. Samples from 252 faculty members in University of Muhammadiyah Prof. Dr. Hamka (UHAMKA) University were used to obtain the empirical base for the study. Correlation and multiple regression analyses were used to interpret the data. Our results demonstrate that there is a positive relationship between Job Satisfaction and factors that constitute the Citizenship Behavior (OCB).*

**Keywords:** *Job Satisfaction, Organizational Citizenship Behavior, Help Oriented Behavior, Courtesy*

Faculty members who are satisfied with their jobs exhibit better Organizational Citizenship Behavior (OCB) and in turn it reflects on their work performance. Job Satisfaction (JS) becomes an important aspect for the faculty members as dissatisfaction affects the teaching process and influences other roles played by the faculty. Job satisfaction is “the emotional reaction of a worker has towards his/her job after a comparison of the outputs he /she expects or desires with real outputs” (Cranny et al., 1992). Job Satisfaction is the sense of inner fulfillment and joy achieved when performing a particular job. Organizational Citizenship Behavior is also known as the extra role behavior, which is the act of performing the job beyond the job requirements (Organ, 1988). Hence, the aim of the present study is to investigate the relationship between Job Satisfaction and Organizational Citizenship Behavior among the faculty of higher learning institutions in University of Muhammadiyah Prof. Dr. Hamka (UHAMKA). This article summarizes the review of literature, the model developed, data and methodology, results and discussion of the research and the conclusion.

### METHOD

This study used a quantitative approach with survey method. Related to the survey, according to Lodico, Spaulding and Voegtler (2010: 201-204), explains that “Descriptive survey research, the approaches share the following common characteristics: (a) Identify a Research Topic; (b) Conduct a Review of the Literature; (c) Develop Research Questions; (d) Develop the Survey”.

The aim of the present study is to evaluate the relationship between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB). In order to analyze this relationship, a model has been developed:

**Figure 1:** Research Model Showing the Relationship Between Job satisfaction and Organizational Citizenship Behavior.

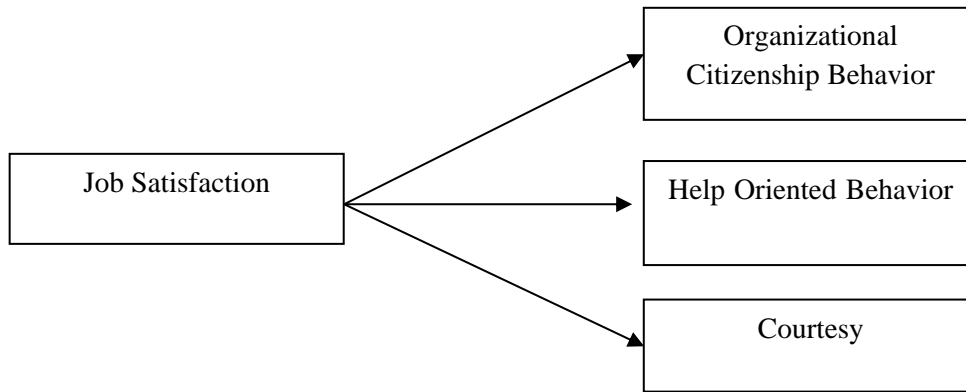


Figure 1 Show the relationship between Job satisfaction and Organizational Citizenship Behavior.

In this study, faculty members from varied streams including administration of education, economic, English language, social science and medical science, institutions were provided with questionnaires. The designations of the faculty ranged from Lecturer to Deans. A total of 252 self-administered questionnaires were considered in this study. Based on the review of literature, a detailed questionnaire was developed. The questionnaire had two sections namely Job Satisfaction and Organizational Citizenship Behavior. In the given Hypothesis, Job Satisfaction was considered as the dependent variable and the factors in Organizational Citizenship Behavior (OCB) as independent variables. The data were analyzed by using Factor analysis, Correlation and Regression analyses to test the hypotheses. Statistical Package for Social Sciences (SPSS version 17.0) was used to analyze and interpret the data.

### RESULT

Factor analysis was performed with 1.5 as the Eigen value to improve the strength of the factors. Then, two factors were extracted when the rotation converged in there iterations. The two factors were Help Oriented Behavior (Civic virtue, conscientiousness and altruism) and courtesy as another factor. Out of the 20 items in the questionnaire, the first 13 items were categorized as help oriented behavior and the remaining seven under courtesy (May-Chiun Lo et al., 2009). The Cronbach alpha for the two factors of Organizational Citizenship Behavior (OCB) and Job Satisfaction (JS) are given in Table 2.

Table 2 This table shows the results of the reliability analysis.

Job Satisfaction	0,8430
Help Oriented Behavior	0,9117
Courtesy	0,8086

In order to examine the relationship between Job satisfaction, the factors in Help Oriented Behavior (Civic Virtue, Conscientiousness and Altruism) and Courtesy, correlation and regression analyses were employed. The two variables (Help Oriented Behavior and Courtesy) were used as independent variables with Job Satisfaction (JS) as a dependent variable. The regression model was fitted. The model explains 44.7% of variance with Job Satisfaction (JS) and was found to be significant ( $F = 100.632$ ,  $sig = 0.000$ ).

Table 3 Statistical Results

R Square	44,7 %
F Value	100,632
Significance	0,000
Beta of Help Oriented Behavior	0,578
Beta of Courtesy	0,336
T value	105,954
VIF factor	1,000

When the betas of the two variables are compared, Help Oriented Behavior measured 0.578 and Courtesy measured 0.336, which signifies that Help Oriented Behavior has a stronger impact on Job Satisfaction than Courtesy. In order to find out the relationship between Job Satisfaction, Help Oriented Behavior and Courtesy, a multiple linear regression model was used in which the factors in Help Oriented Behavior and Courtesy were considered as explanatory variables and Job Satisfaction as dependent variable. The results of the regression model demonstrated that there was a significant relationship between Job Satisfaction and the two factors of Organizational Citizenship Behavior. This can be inferred from the t value and its associated p value. The two factors of OCB explain 0.447 of variations in Job Satisfaction (please refer  $r_2$  value) showing the strength of relationship between Job Satisfaction and the two factors of Organizational Citizenship Behavior are moderate.

By referring the F value and its p value, it may be concluded that the model is valid and there is a correlation between Job Satisfaction and the two factors of Organizational Citizenship Behavior. To verify the existence of the mentioned relationship, a multi collinearity test was carried out. Thus the results indicate the following relationship for Job Satisfaction with Help Oriented Behavior and Courtesy (Table 3).  $Job\ Satisfaction = 0.630, Help\ Oriented\ Behavior + 0.366, Courtesy + error\ term.$

## DISCUSSION

### Job Satisfaction

Robbins (2003:84-85) defines Job Satisfaction as, “The term job satisfaction refers to an individual’s general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes toward the job. Luthans (2011:141-143) defines Job Satisfaction as,” a result of employees ‘ perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied employee attitude. Locke (2009:108) defines Job Satisfaction as,” a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. There are many possible influences on how favorably one appraises one’s job, and numerous theories of job satisfaction have attempted to delineate these influences. Schermerhorn, Hunt, Osborn and Uhl-Bien (2011:72) defines Job Satisfaction as,“ the degree to which an individual feels positive or negative about a job. Newstrom (2011:220) defines Job Satisfaction as,” a set of favorable or unfavorable feelings and emotions with which employees view their work. Job satisfaction is an affective attitude- a feeling of relative like or dislike toward something. Gibson, Ivancevich, Donnelly and Konopaske (2012:102) defines Job Satisfaction as,” an attitude that individuals have about their jobs. It results from their perceptions of their jobs, based on factors of the work environment, such as the supervisor’s, policies, and procedures, work group affiliation, working conditions, and fringe benefits. While numerous dimensions have been associated with job satisfaction, five in particular have crucial characteristics: (1) Pay. The amount received and the perceived equity of pay; (2) Job. The extent to which job task are considered interesting and provide opportunities for learning and for accepting

responsibility; (3) Promotion opportunities. The availability of opportunities for advancement; (4) Supervisor. The Supervisor's abilities to demonstrate interest in and concern about employees; (5) Co-workers. The extent to which co-worker are friendly, competent, and supportive.

Mullins (2010:282-283) defines Job Satisfaction as, " a complex and multifaceted concept, which can mean different things to different people. Job satisfaction is necessary in order to achieve a high level of motivation and performance. Job satisfaction is more of an attitude, an internal state. Job satisfaction is itself a complex concept and difficult to measure objectively. Job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational and environmental factors.

### Organizational Citizenship Behavior (OCB)

Colquitt, LePine and Wesson (2011:41) defines Organizational Citizenship Behavior (OCB) as ,” voluntary employee activities that may or may not e rewarded but that contribute to the organizations by improving the overall quality of the setting in which work takes place,” Have you ever had a coworker or fellow students who was always willing to help someone who was struggling? Who always attended optional meetings or social functions to support his or her colleagues? Who always maintained a good attitude, even in trying times? We tend to call those people “good citizens” or “good soldiers”. High level of citizenship behavior earn them such titles. Although there are many different types of behaviors that might seems to fit the definition of citizenship behavior, research suggests two main categories that differ according to who benefits from the activity: coworkers or the organization (see figure 2)

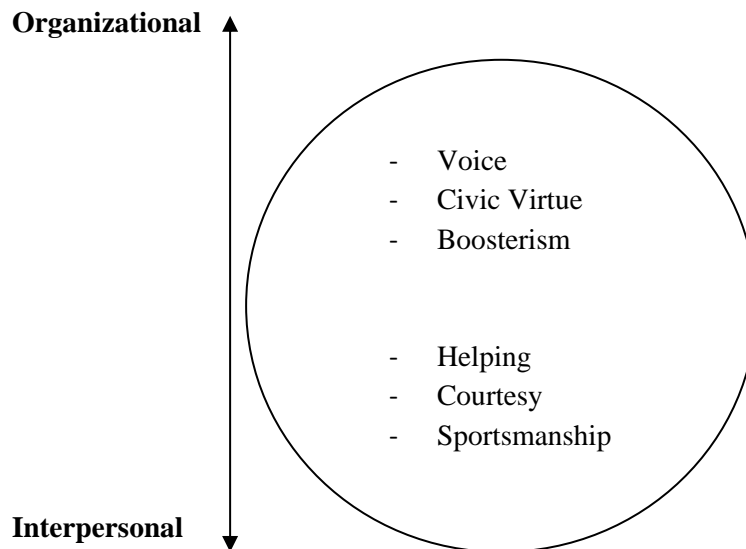


Figure 2 Types of Citizenship Behavior

Mc Shane and Glinow (2010:17) defines as,” various forms of cooperation and helpfulness to others that support the organization's social and psychological context. In other words, companies require contextual performance along with task performance. Organizational Citizenship Behavior represent cooperation and helpfulness toward the organization in general. these include supporting the company's public image, taking discretionary action to help the organization avoid potential problems, offering ideas beyond those required for your own job, attending voluntary functions that support the organization, and keeping up with new development in the organization. Nelson and Quick (2006:123) defines as,” Organizational citizenship behavior (OCB) that is above and beyond the call of duty. Organ (1988) defines Organizational Citizenship Behavior (OCB) as, “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. Newstorm and Davis (2002:252), defines Organizational Citizenship Behavior (OCB) as, "an employee who are organizational citizens engage in positive social acts designed to help others, such as volunteering their efforts on special projects, sharing their time and resources, and proactively cooperating with others. They also are expected to use their talents and energies fully to help the organization achieve its goals of efficiency and effectiveness". Robbins and Judge (2013:61) defines Organizational Citizenship Behavior (OCB) as, "the discretionary behavior that is not part of an employee's formal job requirements, and that contributes to the psychological and social environment of the workplace.

Organ (1988) views Organizational Citizenship Behavior (OCB) as the extra-role behavior since it is the act of job performance beyond the stated job requirement. Employees go beyond the contract signed by them at the time of entering the organization and they perform non-obligatory tasks without expecting any rewards or recognition (Organ, 1988). It is demonstrated that the support given by the leaders is the strongest predictor of significant Organizational Citizenship Behavior (OCB) by the employees (Lepine et al., 2002). Organizational Citizenship Behavior (OCB) has also been shown to enhance the social attractiveness in a work unit (Aquino and Bommer, 2003). Researches reveal that there are five basic personality factors affecting most of the variance in personality (Costa & McCrae, 1992) and these dimensions are called as the Big Five dimensions, which include conscientiousness, altruism, courtesy, sportsmanship and civic virtue. These dimensions are explained below:

1. **Conscientiousness:** Conscientiousness indicates if a particular individual is organized, accountable and hardworking (Lo et al., 2009). Organ (1988) defined conscientiousness as "the dedication to the job, which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties. Literature also reveals that conscientiousness can be related to organizational politics among employees (McCrae & Costa, 1987).
2. **Altruism:** Smith, Organ and Near (1983) defined altruism as "voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his/her task under unusual circumstances". It refers to the employee helping his / her colleagues in their work (May-Chiun Lo et al, 2009). Podsakoff et al. (2000) has proved a significant relationship between altruism and positive affectivity.
3. **Courtesy:** Courtesy refers to behavior that prevents problems and takes the essential steps to lessen the results of the problem in future (May-Chiun Lo et al., 2009). Courtesy also means members encouraging other members in their work. Literature reveals that a courteous employee would help reduce the intergroup conflict and thus reduce the time spent on conflict management activities (Podsakoff et al., 2000).
4. **Sportsmanship:** Organ (1988) defined sportsmanship as "the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting". It has been demonstrated that good sportsmanship enhances the morale of the work group and thus reduces the attrition rate (Podsakoff and Mackenzie, 1997).
5. **Civic Virtue:** Deluga (1998) defines civic virtue as "the subordinate participation in organization political life and supporting the administrative function of the organization". It refers to the employees' participation in the political life of the organization like attending meetings, which are not really required by the firm and thus keeping up with the changes in the organization (Organ, 1988). Graham's findings reveal that the subordinates should have a responsibility to be a good citizen of the organization (Graham, 1991). Moreover, it has been shown that civic virtue improves the quality of performance and aids in reducing the customer complaints (Walz & Niehoff, 1996). The three dimensions mentioned above namely the civic virtue, conscientiousness and altruism are together termed as help oriented behavior (Irene Hau-Siu Chow, 2009). Hence in this study, we

have tried to establish a relationship between Job Satisfaction and help oriented behavior on one hand and Job Satisfaction and courtesy on the other.

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

The relationship between Job Satisfaction and Organizational Citizenship Behavior can be represented in several ways. Organ & Konovsky (1989) reveal that Job Satisfaction is the strongest variable that has a significant relationship with Organizational Citizenship Behavior (OCB). Fifteen independent studies have shown that there is a significant relationship between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) (Organ & Lingl, 1995). For example, Bateman & Organ (1983) found a significant relationship between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) among University employees. Strong influence of conscientiousness on Organizational Citizenship Behavior (OCB) was displayed, which led to greater Job satisfaction (Lapierre and Hackett, 2007). It was also established that higher level of Organizational Citizenship Behavior (OCB) led to higher Job Satisfaction. A significant relationship was proved between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB), moderated by team commitment in self-directed teams (Foote & Tang, 2008). Moore and Love (2005) claimed that Job Satisfaction would have a positive influence on an IT professional's Organizational Citizenship Behavior (OCB). Strong relationship has been proved between Job Satisfaction and Organizational Citizenship Behavior (Smith, Organ and Near, 1983; Organ, 1988). Employee satisfaction becomes essential as it leads to Organizational Citizenship Behavior (Organ & Ryan, 1995). There are a few studies, which conclude that there is no relationship between Job Satisfaction and Organizational Citizenship Behavior. For example, it has been reported that Job Satisfaction is not a predictor of Organizational Citizenship Behavior (Farh et al., 1990). Similarly, Moorman (1991) has demonstrated that Job Satisfaction has no relationship with Organizational Citizenship Behavior (OCB) while procedural justice relates to four out of five dimensions of Organizational Citizenship Behavior.

### **CONCLUSION**

This study confirms that Organizational Citizenship Behavior (OCB) is a multidimensional concept consisting of Help Oriented Behavior and Courtesy. Factor analysis, correlation and regression analyses were used to test the hypotheses. Statistical Package for Social Sciences (SPSS version 17.0) was used to analyze and interpret the data. A positive relationship has been established between Job Satisfaction and Organizational Citizenship Behavior. However, the relationship was found to be moderate and the results indicate that many factors influence Job Satisfaction and Organizational Citizenship Behavior may not be the only factor. This study highlights the need for strengthening Organizational Citizenship Behavior scores by the faculty members since this has been found to affect the satisfaction at their jobs.

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