

A Study on the Relationship between Job Satisfaction and Organizational Citizenship Behavior at Higher Education Institutions

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Abstract: This study was designed to find out the relationship that exists between job satisfaction and organizational citizenship behavior in higher education institution. The study specifically looked into the opinions of the respondents on the intrinsic and extrinsic facts of job satisfaction and on two types of organizational citizenship behavior's OCBI and OCBO in the context of higher education institutions. To achieve the research objectives, the survey method was employed. The population was 100 and convenience sampling was used in this study. Findings revealed that the respondents are satisfied with all the intrinsic facts of job satisfaction notably, opportunities for personal advancements being not limited; opportunities for promotion; good cooperation from co-workers; workplace having a fair promotion policy; and the way my work provides for steady employment.

Keywords: Job satisfaction, Organizational citizenship behavior, higher education institutions

INTRODUCTION

Much attention has been given to the study of job satisfaction and organizational citizenship behavior in researches as a result of the significance of these variables to organizational effectiveness. Employees in different organization produce different levels of performance under the various circumstances according to their satisfaction, commitment and citizenship behavioral levels. Job satisfaction is an important concept that can affect labor market behavior as it has a great influence on job-related behaviors such as productivity, work effort, absenteeism and turnover rates, and employee relations. For the last two decades, organizational citizenship behavior (OCB) has been a major construct in the fields of psychology and management. According to Organ (1988), OCB is an important factor that can contribute to the survival of an organization. Therefore, it is crucial to understand the variables that significantly and positively aid in creating this favorable behavior within the organization. Many researchers have found that employee satisfaction, organizational commitment, organizational justice, career development, age, tenure, personality, motivation, leadership and leadership behavior all impact and affect citizenship behavior within an organization.

Despite the growing interest in OCB, most researches have focused on a limited range of possible antecedents. For instance, Organ and Ryan (1995) conducted a meta-analytic review of 55 studies of OCB. Their review focused on job attitudes such as fairness, organizational commitment, leadership consideration and personality variables. Some studies have concluded that one aspect of job attitude, job satisfaction, is a good predictor of employee performance. Unfortunately, industrial and organizational psychologists have not found strong empirical evidence to support a satisfaction-productivity relationship. Although job satisfaction has been examined by researchers interested in task performance, little is known about how both intrinsic and extrinsic job satisfaction variables influence OCB. Therefore, this study is designed to measure the two dimensions of OCB (OCBI and OCBO) and to examine how OCB is related to the two facets of job satisfaction (intrinsic and extrinsic).

OBJECTIVES OF THE STUDY

1. To investigate the effects of two dimensions of job satisfaction, intrinsic and extrinsic, on two types of organizational citizenship behavior: OCBI and OCBO in the context of higher education institutions.
2. Find out the relationship that exists between job satisfaction and organizational citizenship behavior.

NEED FOR THE STUDY

Some HEIs have noted that there is dearth of literature on the studies of organizational citizenship behaviors within the institution setting and on its relationship with job satisfaction in the institution. It is in the light of this that this study is being carried out among educational institution employees.

LITERATURE REVIEW

Organizational citizenship behavior (OCB)

According to Organ (1988), OCB is defined as work-related behaviors that are discretionary, not related to the formal organizational reward system, and, in aggregate, promote the effective functioning of the organization. In addition, OCB extends beyond the performance indicators required by an organization in a formal job description. Moreover, it (OCB) reflects those actions performed by employees that surpass the minimum role requirements expected by the organization and promote the welfare of co-workers, work groups, and/or the organization (Lovell, Kahn, Anton, Davidson, Dowling, et al., 1999).

Research into OCB began in the early 1980s (Bateman & Organ, 1983; Smith et al., 1983), and since its inception, a distinction has been made between two dimensions of employee behavior: (1) general compliance (doing what a good employee should do), and (2) altruism (helping specific others) (see Smith et al., 1983; Bateman & Organ, 1983). Later, the concept underwent a number of transformations. For instance, in a review of the research, Organ (1988) identified five distinct dimensions of OCB: Altruism (helping specific others); civic virtue (keeping up with important matters within the organization); conscientiousness (compliance with norms); courtesy (consulting others before taking action); and sportsmanship (not complaining about trivial matters). However, Organ (1997) further classified the OCB dimensions into three parts: helping, courtesy, and conscientiousness. A different view on the dimensionality of OCB came from Williams and Anderson (1991), who divided OCB into two types: (1) behaviors directed at specific individuals in the organization, such as courtesy and altruism (OCBI); and (2) behaviors concerned with benefiting the organization as a whole, such as conscientiousness, sportsmanship and civic virtue (OCBO). The present study employs these two dimensions of OCB to achieve the research objective.

Job Satisfaction

It is commonly accepted that job satisfaction is a contributing factor to the physical and mental well-being of the employees; therefore, it has significant influence on job-related behaviors such as productivity, absenteeism, turnover rates and employee relations (Becker, 2004).

It also plays an important role in improving the financial standing of organizations (Aronson, Laurenceau, Sieveking, & Bellet, 2005). Thus, understanding job satisfaction of employees is an important organizational goal (Aronson et al., 2005). The most popular definition of job satisfaction is given by Locke (1983), who defined job satisfaction as a pleasure of positive emotional state resulting from the appraisal of one's job experience. This definition consists of both cognitive (an appraisal of one's job) and affective (emotional state) elements, denoting the degree to which individuals feel positive or negative about their jobs. Conceptually, it also indicates the degree to which the expectations in someone's psychological contract are fulfilled (Arvey, Bouchard, Segal, & Abraham, 1989).

Job Satisfaction and Organizational Citizenship Behavior (OCB)

William and Anderson (1991) found positive relationships between both extrinsic and intrinsic job satisfaction and each of the OCB dimensions.

In contrast, Lee and Allen (2002) found that intrinsic satisfaction is positively related to OCBO but not to OCBI. Other researchers have found no significant relationships between OCB and job satisfaction (see Chen, Hui, & Sego, 1998; Schappe, 1998).

Chen et al. (1998) tested the relationship between OCB and job satisfaction and failed to find a significant correlation between the two variables. They used a single-item scale to measure overall job

satisfaction and adapted three dimensions of the OCB scale (altruism, conscientiousness and sportsmanship) to create an overall OCB score.

Randall, Cropanzano, Bormann, and Birjulin (1999) also did not find any association between intrinsic job satisfaction and OCBI or OCBO.

RESEARCH METHODOLOGY

For the purpose of achieving the research objectives, convenience sampling was used in this study. In this study, self-administered questionnaires were used. The purpose of the study was stated in the questionnaire. The Pearson correlation coefficient was used to analyze the direction and strength of the relationship between job satisfaction (intrinsic and extrinsic) and organizational citizenship behavior (OCBI and OCBO). Multiple regressions were also employed to investigate the variance in OCBI, which can be attributed to intrinsic and extrinsic job satisfaction.

FINDINGS AND ANALYSIS

Table 1: Respondents' demographic profile

Demographics	Number of participants (N)	Percentage (%)
Gender		
Male	19	24
Female	60	75.9
Age		
20–30 years	30	37.9
31–40 years	13	16.4
41–50 years	17	21.5
51 years and above	19	24
Tenure		
0–5 years	32	40.5
6–10 years	10	12.6
11–15 years	9	11.3
15 years or more	28	35.4

DISCUSSIONS

A total of 100 questionnaires were distributed, of which 79 were successfully completed and used in this study. The response rate was 79%. The sample was composed of 24% males and 75.9% females. Approximately 37.9 % of the respondents were aged between 20 and 30 years old while respondents between the ages of 41 and 50 years old represented 21.5% of the respondents the respondents were aged between 31 and 40 years old represented 16.4% and above 51 years is 24%. In terms of tenure, 40.5% of the respondents had worked at the institution less than 5 years, whereas 35.4% of the respondents had served more than 15 years; the rest of the groups had worked less than 15%.

Correlation Analysis

A correlation analysis was conducted between the job satisfaction variables (independent variables) and the OCB variables (dependent variables). Acceptance and rejection of the research hypotheses were Table 2 shows the SPSS output of the Pearson correlation tests of all the variables identified as intrinsic and extrinsic satisfaction and employee's attitude toward OCBI and OCBO Based on the significance of the Pearson correlation coefficients calculated for pairs of variables. The test of correlation was performed for every independent variable with the dependent variables.

Table: 2 Pearson correlations result

	Mean	SD	Alpha	OCBI	OCBO	IJS	EJS
OCBI	20.39	3.57	0.795	1			
OCBO	20.91	4.39	0.875	0.611**	1		
IJS	14.30	2.40	0.805	-0.030	0.223*	1	
EJS	31.53	4.52	0.845	0.030	0.247*	0.654**	1

Note: ** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Discussion

H0: There is no relationship between intrinsic job satisfaction and OCBI.

H1: There is a relationship between intrinsic job satisfaction and OCBI.

H1a: Intrinsic job satisfaction of employees will be positively related to OCBI, it was hypothesized that a positive relationship would exist between intrinsic job satisfaction and OCBI. The result of the correlation indicates that there is no significant association between the two variables ($r = -0.03$), which means that intrinsic job satisfaction in terms of feelings of autonomy, achievement and challenging work does not lead to OCBI. Thus, H1a is rejected.

H1b: Intrinsic job satisfaction of employees will be positively related to OCBO. The correlation between intrinsic job satisfaction and OCBO is positively correlated with a correlation coefficient of 0.223 and a significance value of 0.048 ($p < 0.05$). Therefore, it can be determined that intrinsic job satisfaction is positively correlated with OCBO. That is, the more positive the employee's feelings regarding attaining intrinsic job satisfaction, the more positive is his/her attitude toward OCBO. Thus, H1b is accepted.

H2a: Extrinsic job satisfaction of employees will be positively related to OCBI, it was hypothesized that a positive relationship would exist between extrinsic job satisfaction and OCBI. The results of the correlation, however, indicated no significant correlation between the two variables ($r = 0.03$), thus suggesting that the extrinsic job satisfaction in terms of payment, compensation and feelings of security do not lead employees to exhibit OCBI behaviour in helping their colleagues in the workplace. Thus, H2a is rejected.

H2b: Extrinsic job satisfaction of employees will be positively related to OCBO, The correlation between extrinsic job satisfaction and OCBO is positively correlated and has a correlation coefficient of 0.247 with a significance value of 0.028 ($p < 0.05$). Based on this result, it can be concluded that extrinsic job satisfaction is positively correlated with OCBO behaviours; that is, the more positive the employee's level of extrinsic job satisfaction is, the more positive is his/her attitude toward OCBO. Thus, H2b is accepted.

Overall, intrinsic job satisfaction and extrinsic job satisfaction were significantly correlated ($r = 0.654$), and organizational citizenship behavior (OCBI) and organizational citizenship behavior (OCBO) were significantly correlated ($r = 0.661$).

IMPLICATIONS

Based on this study, the main application for the Higher education institutions is to focus on the importance of monitoring a wide range of education workers' behaviors and not to place emphasis solely on those tasks that are related to the job description requirements. Furthermore, OCB is correlated with job satisfaction, job commitment, job involvement and other important behaviors that ensure organization sustainability. Therefore, within the HEI context, it is strongly recommended to adopt and support the environment and the conditions that will enhance both extrinsic and intrinsic satisfaction as well as OCBI and OCBO as they are found to be highly correlated. Last, it is necessary for HEIs to adopt and encourage OCBs so as to generate a better working environment and to enhance work performance.

CONCLUSION

It can be concluded that this study contributes to OCB and job satisfaction literature by providing evidence from the south-Asian educational context. The results show that both intrinsic and extrinsic job satisfaction are important variables in predicting the citizenship behaviors that can benefit HEIs. Therefore, priority should be given to both intrinsic and extrinsic variables that will encourage employees to be more spontaneous and willing to achieve the organizational goals even though they exceed their formal duties and responsibilities.

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