
Job Satisfaction as a Predictor of Organisational Citizenship Behaviour

Dr. P. Paramanandam,

Professor, GRG School of Management Studies, PSGR Krishnammal College for Women, Tamil Nadu,

Abstract

Organisational citizenship behaviour refers to individual behaviour 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. The present study was aimed at studying the relationship between job satisfaction and organisational citizenship behaviour among the employees of a shipyard. A convenience sample consisting of forty three employees working in a shipyard participated in the study. By administering questionnaires organisational citizenship behaviour and job satisfaction among the employees were assessed. The collected data were analysed with various statistical tools. Results indicated that there was a significant difference in organisational citizenship behaviour among the different age groups; among the male and female respondents; among different experience groups and income groups. There was a significant correlation between organisational citizenship behaviour and job satisfaction.

Keywords: Civic virtue, Job satisfaction, Organisational citizenship behaviour, Organisational compliance.

1. Introduction

Dennis Organ and his colleagues (Bateman & Organ, 1983) first coined the term "Organisational Citizenship Behaviour". Organ (1988) defined organisational citizenship behaviour as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation. Organisational citizenship behaviour includes seven types of behaviour (Podsakoff et al, 2000). These include (1) Helping Behaviour, (2) Sportsmanship, (3) Organisational Loyalty, (4) Organisational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development.

Helping behaviour involves voluntarily helping others with, or preventing the occurrence of work related problems. Organ (1990) has defined sportsmanship as "a willingness to tolerate the inevitable inconveniences and impositions of work without complaining." Organisational loyalty entails promoting the organisation to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions. Organisational compliance appears to capture a person's internalization and acceptance of the organisation's rules, regulations, and procedures, which results in a scrupulous adherence to them, even when no one observes or monitors compliance.

Individual initiative includes voluntary acts of creativity and innovation designed to improve one's task or the organisation's performance, persisting with extra enthusiasm and effort to accomplish one's job, volunteering to take on extra responsibilities, and encouraging others

in the organisation to do the same. All of these behaviours share the idea that the employee is going "above and beyond" the call of duty. Civic virtue represents a macro-level interest in, or commitment to, the organisation as a whole. This is shown by a willingness to participate actively in its governance (e.g., attend meetings, engage in policy debates, express one's opinion about what strategy the organisation ought to follow, etc.); to monitor its environment for threats and opportunities (e.g., keep up with changes in the industry that might affect the organisation); and to look out for its best interests (e.g., reporting fire hazards or suspicious activities, locking doors, etc.), even at great personal cost. Self-development includes voluntary behaviours employees engage in to improve their knowledge, skills, and abilities.

According to Armstrong (2003), organisational citizenship behaviour (OCB) that helps organisations to be more successful is most likely to happen when employees are motivated, feel committed to when their jobs give them high levels of satisfaction. Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Locke, 1976). The relationship between job satisfaction and organisational citizenship behaviour has received a great deal of attention from many researchers (Koys, 2001; Podsakoff, MacKenzie, & Hui, 1993). According to Foote and Li-Ping Tang (2008) the reciprocal relationship between job satisfaction and OCB makes it unlikely that researchers will be able to conclusively determine the direction of causality between job satisfaction and OCB in the near future. Directional causality remains uncertain, but ample

evidence indicates that such a relationship does exist, and it can be concluded that job satisfaction is likely to be highest in organisations where OCB is prevalent (Murphy *et al.*, 2002).

2. Review of Literature

Samanvitha Swaminathan and David Jawahar (2013) conducted a study to determine and establish a relationship between job satisfaction and organizational citizenship behaviour among faculty in higher education institutions. In this study they have employed the Wong's Job Satisfaction and Organ's Organizational Citizenship Behaviour inventories to quantify the JS and OCB levels respectively. Samples from 252 faculty members in Tamil Nadu, were used to obtain the empirical base for the study. Correlation and multiple regression analyses were used to interpret the data. Results demonstrated that there is a positive relationship between job satisfaction and factors that constitute the OCB.

Ung Hee Lee et al (2013) investigated the effects of procedural justice, transformational leadership, and complexity which are directed at the organisation as a whole on OCB. Also investigated was the relationship between OCB and job satisfaction. From a sample of 1,100 employees from 30 companies in the Korea National Industrial Complex, they tested the hypothesized model using structural equation modeling. The findings showed that procedural justice, transformational leadership, and complexity had a positive effect on employees' OCB and that OCB is also positively related to job satisfaction.

Hojops Odoch and Sudi Nangoli (2013) examined the role of Organizational citizenship behaviour towards job satisfaction. A sample was taken from Uganda Colleges of Commerce including both administrative and academic staff. The results showed that organizational citizenship behaviour influences job satisfaction. This study posits that employees of Uganda Colleges of Commerce should be supported to develop their competencies. This should be done by sponsoring staff, especially the academic staff to further their studies. This will help address the issue of inadequate skills. Further, the management of UCCs should implement programmes aimed at improving organizational citizenship. For example using appropriate reward systems and salaries.

Hossein Jenaabadi et al (2013) investigated the gender differences in job satisfaction, organisational commitment and organisational citizenship behaviour among a sample which included 200 male and 200 female teachers of elementary schools in Zahedan. Data was collected by means of questionnaires and was analysed through Factorial Analysis of Variance, Pearson Fisher Correlation, Structural Equations Modeling, and Multiple Regression. The results showed that there was a significant correlation among intrinsic job satisfaction, organisational commitment and organisational citizenship behavior.

3. Objective of The Study

The present study was aimed at studying the relationship between job satisfaction and organisational citizenship behaviour among the employees of a shipyard.

4. Research Methodology

For the purpose of the study a survey design was used. This design is suitable to study the relationships between different variables. A convenience sample consisting of forty three employees working in a shipyard participated in the study. Structured Questionnaires were used to gather primary data. By administering questionnaires organisational citizenship behaviour and job satisfaction among the employees were assessed. The collected data were analysed with Mean, Standard Deviation, Correlation, regression and ANOVA tests.

4.1 Tools used:

4.1.1 Organizational Citizenship Behaviour Scale developed by Podsakoff et al (1990) was used as a check list. The check list contained 24 items. Respondents checked the behaviors they indulge in. The OCB score was arrived at by counting the number of statements checked by the respondent.

4.1.2 Minnesota Satisfaction Questionnaire (MSQ) Short Form was used to assess the level of job satisfaction among the employees. Responses were scored as follows: Very Dissatisfied = 1; Dissatisfied = 2; Neither Dissatisfied Nor Satisfied = 3; Satisfied = 4; Very Satisfied = 5.

4.2 Results and Discussion

This section presents the analysis of the data collected from the respondents.

Table 1 Demographic characteristics of the Sample

Demographic factors	Classification	Number of Respondents	Percent
Age (in years)	Below 30	29	67.44
	30 and Above	14	32.56
Gender	Male	12	27.90
	Fem ale	31	72.10
Experience (in years)	Below 5	17	39.53
	5 - 10	15	34.88
	Above 10	11	25.58
Income (in rupees)	Below 15000	23	53.49
	15000-20000	10	23.25
	Above 20000	10	23.25

Among the 43 respondents, 29 (67.4%) belong to below 30 years age group and 14 (32.5%) belong to 30 and above age group; 31 (72.1%) are female; 17 (39.5%)

belong to below 5 years experience group; and 23 (53.49%) belong to below 15000 income group.

Table 2 Mean and Standard Deviation of research variables by age groups

Age (in years)		OCB	Satisfaction
Below 30	Mean	19.69	76.86
	N	29	29
	Std. Deviation	3.141	8.429
30 & Above	Mean	22.93	73.86
	N	14	14
	Std. Deviation	3.605	7.199
Total	Mean	20.74	75.88
	N	43	43
	Std. Deviation	3.600	8.089

A high level of organisational citizenship behaviour (Mean=22.93) was seen among the age group 30 & above

and a high level of job satisfaction (Mean = 76.86) was seen among the below 30 age group.

Table 3 Mean and Standard Deviation of research variables by gender

A high level of organisational citizenship behavior (Mean=22.33) and a high level of job satisfaction (Mean = 76.58) was seen among the male respondents.

Table 4 Mean and Standard Deviation of research variables by experience groups.

A high level of organisational citizenship behaviour (Mean=23.73) was seen among the above 10 years experience group and a high level of job satisfaction

(Mean = 77.87) was observed among the 5-10 years experience group.

Table 5 Mean and Standard Deviation of research variables by income groups

A high level of organisational citizenship behaviour (Mean=23.50) and a high level of job satisfaction (Mean = 78.20) was seen among the above 20000 income group.

Table 6 Results of ANOVA test of Research variables and Age

Variable		Sum of Squares	df	Mean Square	F	Sig.
OCB	Between Groups	99.051	1	99.051	9.123	.004
	Within Groups	445.135	41	10.857		
	Total	544.186	42			
SATISFACTION	Between Groups	85.256	1	85.256	1.313	.259
	Within Groups	2663.163	41	64.955		
	Total	2748.419	42			

respondents

Variable		Sum of Squares	df	Mean Square	F	Sig.
OCB	Between Groups	42.036	1	62.036	5.432	.041
	Within Groups	502.151	41	12.248		
	Total	544.186	42			
SATISFACTION	Between Groups	8.147	1	8.147	.122	.729
	Within Groups	2740.272	41	66.836		
	Total	2748.419	42			

There was a significant difference in organisational citizenship behaviour (F=5.432 & p<.05) among the male and female respondents.

Table 8 Results of ANOVA test of Research variables and Experience

Variable		Sum of Squares	df	Mean Square	F	Sig.
OCB	Between Groups	132.836	2	66.418	6.459	.004
	Within Groups	411.350	40	10.284		
	Total	544.186	42			
SATISFACTION	Between Groups	150.685	2	75.343	1.160	.324
	Within Groups	2597.733	40	64.943		
	Total	2748.419	42			

There was a significant difference in organisational citizenship behaviour (F=6.459 & p<.01) among the respondents of various experience groups.

Table 9 Results of ANOVA test of Research variables and Income

Variable		Sum of Squares	df	Mean Square	F	Sig.
OCB	Between Groups	116.034	2	58.017	5.420	.008
	Within Groups	428.152	40	10.704		
	Total	544.186	42			
SATISFACTION	Between Groups	120.719	2	60.359	.919	.407
	Within Groups	2627.700	40	65.692		
	Total	2748.419	42			

There was a significant difference in organisational citizenship behaviour (F=5.42 & p<.01) among the respondents of various income groups.

Table 10 Correlation among research variables

Variable		Job satisfaction	OCB
Job satisfaction	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	43	
OCB	Pearson Correlation	.412**	1
	Sig. (2-tailed)	.004	
	N	43	43

There was a significant correlation (r=0.412 & p<.01) between organisational citizenship behaviour and job satisfaction. This finding replicates the findings of the studies conducted by Samanvitha Swaminathan and David Jawahar (2013) and also Ung Hee Lee et al (2013).

Table 13 Regression analysis with organisational citizenship behaviour as dependent variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.412 ^a	.170	.151	5.407

a. Predictors: (Constant), job satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	262.579	1	262.579	8.981	.004 ^a
Residual	1286.399	42	29.236		
Total	1548.978	43			

b. Dependent Variable: OCB

Regression analysis was conducted with organisational citizenship behaviour as the dependent variable. The F value was 8.981 ($p < .01$) and significant. The R square was .170. Hence, it was concluded that 17 per cent of the variation in Organisational citizenship behaviour was explained by job satisfaction.

5. Conclusion

Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation is called organisational citizenship behaviour. The present study was aimed at studying the relationship between job satisfaction and organisational citizenship behaviour among the employees of a shipyard. A convenience sample consisting of forty three employees working in a shipyard participated in the study. Structured Questionnaires were used to gather primary data. By administering questionnaires organisational citizenship behaviour and job satisfaction among the employees were assessed. The collected data was analysed with Mean, Standard Deviation, Correlation

Coefficients

High level of job satisfaction was seen among the male respondents. A high level of organisational citizenship behaviour and a high level of job satisfaction was seen among the above 20000 income group. There was a significant difference in organisational citizenship behaviour among the different age groups; among the male and female respondents; among different experience groups; and income groups. There was a significant correlation between organisational citizenship behaviour and job satisfaction. It was found that 17 per cent of the variation in Organisational citizenship behaviour was explained by job satisfaction.

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