JOB SATISFACTION AS A PREDICTOR OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: AN EMPIRICAL STUDY

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ABSTRACT

Job Satisfaction at work has an influence on the level of Organizational Citizenship Behavior 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 Wong's Job Satisfaction and Organ's Organizational Citizenship Behavior inventories to quantify the JS and OCB levels respectively. Samples from 252 faculty members in Tamil Nadu, India 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 JS and factors that constitute the OCB.

KEYWORDS: Job Satisfaction, Organizational Citizenship Behavior, Help Oriented Behavior, Courtesy

INTRODUCTION

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 Tamil Nadu, India.This article summarizes the review of literature, the model developed, data and methodology, results and discussion of the research and the conclusion.

REVIEW OF LITERATURE

Job Satisfaction (JS)

Oshagbemi (2000) defines JS as "an emotional response that occurs as a result of the interaction between the worker's values concerning his/her job and the profits he/she gained from his/her 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 refers to the "primary affective reactions of individuals to various facets of the job and the job experiences" (Igbaria and Guimaraes, 1993). Increase in JS increases the performance in the job. JScomprise of task satisfaction, employment satisfaction and market satisfaction (Putman, 2002).Several dimensions such as satisfaction with compensation, satisfaction with top management, satisfaction with promotions and satisfaction with coworkers have been attributed to JS (Vitell, 2008).

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 onthe performance and functioning in the Organization (Rowden, 2002). JS is considered as an internal state of an employee, which is given by evaluation of the job with a certain degree of favor or disfavor (Brief, 1998; Floyd & Wooldridge, 1997; Whittaker & Marchington, 2003). The study reveals that demographic factors such as age (Clark & Oswald, 1996) and the level of education (Clark, 1996)are important factors that influence JS.

Typical characteristics of the working environment like union membership (Borjas, 1979; Miller, 1990), size of the workplaces (Idson, 1990) and the impact of permanent and part–time jobs (Wooden & Warren, 2003) contribute to the JS of the employees. Moreover, JS is also affected by the combination of work requirements with other roles like family roles (Gibb, 2003; Mortimer et al., 1986).A negative estimate of the source of the family conflicts can also cause job dissatisfaction in employees (Lazarus, 1991). In challenging work environments, education and training of the employees influence JS (Brown & McIntosh, 1998). Heller, Judge and Watson (2002) linked JS mainly to two factors namely situational factors (sociological perspective) and personal factors (psychological perspective). Situational factors include job related conditions like pay, opportunities for promotion and working conditions and job characteristics such as task identity, task significance, skill variety, autonomy and feedback. Personal factors include personality disposition, traits, self–esteem, motivation and emotions (Dormann & Zapf, 2001).

Organizational Citizenship Behavior (OCB)

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; Krllowicz & Lowery, 1996; Podsakoff, Ahearne & Mackenzie, 1997).

Organ (1988) explains OCB as a distinct behavior, which is not directly recognized by the formal reward system but in the average promotes the organizational performance. Understanding how OCB works is crucial in organizations because of the downsizing and rightsizing in response to the economic pressures (May–Chiun Lo et al.,2009).Recent studies reveal the drastic growth of OCB researches in management related areas like strategic management, leadership, human resource management etc. (May–Chiun Lo et al., 2009). Literature reveals that OCB has contributed positively to Organizational outcomes such as service quality (Bettencourt & Brown, 1997; Bell & Mengue, 2002), Organizational Commitment (Podsakoff, Mckenzie & Bommer, 1996), Job Involvement (Dimitriades, 2007), leader–member exchange (Bhal, 2006; Lo, Ramayah & Jerome, 2006).

Organ (1988) views 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 OCB by the employees (Lepine et al.,2002). 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.

Conscientiousness: Conscientiousness indicates if a particular individual is organized, accountable and hard working (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).

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.

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).

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).

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 JS and help oriented behavior on one hand and JS and courtesy on the other.

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. Fifteen independent studies have shown that there is a significant relationship between JS and OCB (Organ & Lingl, 1995). 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.Lowery, Beadles, and Krilowicz (2002) surveyed the blue–collar workers and proved a significant relationship between JS and 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). Moore and Love (2005) claimed that JSwould have a positive influence on an IT professional's OCB. 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 fewstudies, 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 thatJS has no relationship with OCB while procedural justice relates to four out of five dimensions of OCB.

Hence, these literature lead to the following hypothesis:

Hypothesis: There is a positive relationship between Job satisfaction and the two factors of OCB (Help Oriented Behavior and Courtesy)

MODEL

The aim of the present study is to evaluate the relationship between JS and OCB.In order to analyze this relationship, a model has been developed:

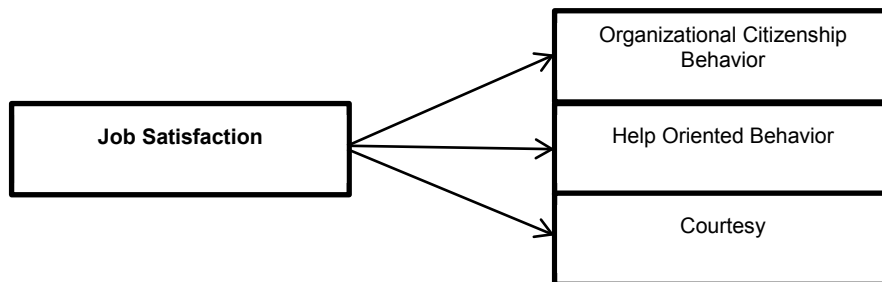Figure 1: Research Model Showing the Relationship Between Job Satisfaction and Organizational Citizenship Behavior

Figure 1 shows the relationship between job satisfaction and organizational citizenship behavior.

DATA AND METHODOLOGY

Data and Sample: In this study, faculty members from varied streams including arts, science and engineering 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. The questionnaires for Job Satisfaction was adapted from Wong (2010),which had five sub–sectionsand Organizational Citizenship Behavior was adapted from Organ (1988), which consisted of 20 sub–sections.

Measurements: In the given Hypothesis, Job Satisfaction was considered as the dependent variable and the factors in OCB as independent variables. The dependent variable was conceptualized by the individual's attitude towards the job and is operationalized by using a set of 7 likert scale statements to measure job satisfaction (Wong, 2000). The independent variable is conceptualized by the ability to accept responsibilities and to prevent other's problems and reduce the inter group conflict and is operationalized by using a 7 likert scale statements to measure Organizational Citizenship behavior (Organ, 1988).

Statistical Tools: The data were analyzed by using Factor analysis, Correlation and Regression analyses to test the hypotheses. Statistical Package for Social Sciences (SPSS version 18.0) was used to analyze and interpret the data.

RESULTS AND DISCUSSION

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).

Table 1: Rotated Component Matrix

	Item	Component	
		1	**2**
1.	I am willing to assist new colleagues to adjust to the work environment	**0.786**	0.248
2.	I am willing to stand up to protect the reputation of the institution.	**0.768**	0.284
3.	I am willing to help colleagues solve work related problems.	**0.764**	0.371
4.	I often arrive early and start to work immediately.	**0.751**	0.088
5.	I am eager to tell outsiders good news about the institution.	**0.695**	0.222
6.	I am willing to coordinate and communicate with colleagues.	**0.673**	0.359
7.	I actively attend institution meetings.	**0.670**	0.183
8.	I take one's job seriously and rarely make mistakes.	**0.668**	0.246
9.	I make constructive suggestions that can improve the operations of the institution.	**0.639**	0.332
10.	I am willing to cover work assignment for colleagues when needed.	**0.637**	0.278
11.	I comply with the institution rules and procedures even when nobody watches and no evidence can be traced.	**0.620**	0.198
12.	I avoid consuming a lot a time complaining about trivial matters.	**0.558**	–0.156
13.	*I do not mind taking on new challenging assignments.*	*0.425*	*0.363*
14.	I avoid taking actions that hurt others.	0.193	**0.753**
15.	I avoid hurting other people's right to common / shared resources (including clerical help, material etc.)	0.451	**0.678**
16.	I perform only required tasks.	–0.094	**0.676**
17.	I do not initiate actions before consulting with others that might be affected.	0.473	**0.578**
18.	*I try to avoid creating problems for colleagues.*	*0.545*	*0.558*
19.	I try hard to self – study to increase the quality of work outputs.	0.483	**0.513**
20.	I avoid focussing on what's wrong with his or her situation.	0.110	**0.466**

Principal component analysis was used as the extraction method and varimax with kaiser normalization was used as rotation method. the rotation converged in three iterations. items in italics were not used in further analysis due to cross loading.

The analysis extracted a two–factor solution, each with Eigen values above one, which explains 52.23% of the total variance while the original literature explained 59.64%. This indicates that there could be more factors influencing OCB when more items are generated using the expert opinion.The KMO was 0.930 indicating a meritorious level based on Kaiser and Rice (1974) and the Barlett's test for sphericity was significant (χ^2 = 2371.110, p = 0.01).The Measure of Sampling Adequacy(MSA) was found to be above 0.7 for all 20 items (Hair *et al.*, 2009). Based on the rotated component matrix, out of the 20 items, 2 items were dropped due to cross loading in another component.

The Cronbach alpha for the two factors of OCB and JSare given in Table 2.

Table 2: Reliability Analysis

Job satisfaction	**0.8430**
Help Oriented Behavior	0.9117
Courtesy	0.8086

This table shows the results of the reliability analysis.

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 JS as a dependent variable. The regression model was fitted. The model explains 44.7% of variance with 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

This table shows the statistical results.

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 JS than Courtesy. In order to find out the relationship between JS, 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 JS as dependent variable. The results of the regression model demonstrated that there was a significant relationship between JS and the two factors of OCB. This can be inferred from the t value and its associated p value. The two factors of OCB explain 0.447 of variations in JS (please refer r^2 value) showing the strength of relationship between JS and the two factors of OCB 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 JS and the two factors of OCB. To verify the existence of the mentioned relationship, a multi collinearity test was carried out. The result revealed the VIF factor of the model was 1.000 indicating the non–existence of multi collinearity problem. Thus the results indicate the following relationship for JS with Help Oriented Behavior and Courtesy (Table 3). Job Satisfaction = 0.630Help Oriented Behavior + 0.366Courtesy + error term.

CONCLUSIONS

This study confirms that 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 18.0) was used to analyze and interpret the data. A positive relationship has been established between JS and OCB. However, the relationship was found to be moderate and the results indicate that many factors influence JS and OCB may not be the only factor. This study highlights the need for strengthening OCB scores by the faculty members since this has been found to affect the satisfaction at their jobs.

Limitations: This research has been carried out with the faculty of higher learning institutions as the target audience and hence the results are indicative since only 252 samples were considered out of a large population size. There can be further comparisons between faculty members in engineering, arts and science institutions and can also be based on demographic details like gender, designation in the institution, departments, teaching experience and their qualification.

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