

Organizational citizenship behavior and job satisfaction among non-academic employees of national universities in the Eastern province of Sri Lanka.

Salfiya Ummah¹, S. Athambawa²

1. South Eastern University of Sri Lanka
 2. South Eastern University of Sri Lanka
- ✦ Mail : salfiyau@seu.ac.lk

Abstract: The aim of the paper is to study the impact of job satisfaction on Organizational Citizenship Behavior (OCB) among the nonacademic employees of national universities in the Eastern province of Sri Lanka. This is an explanatory study among 260 nonacademic employees working in Universities, using a structured questionnaire based on simple random sampling method. It was found that job satisfaction is one of the factors for determining the Organizational Citizenship Behavior (OCB) and the relationship was shown to be significant. Findings of this research effort could enable organizations to re think or reshape their job satisfaction system in order to achieve their desired organizational goals.

Keywords: Job Satisfaction, Organizational Citizenship Behavior (OCB), Non-academic employee

Introduction

Organizational Citizenship Behavior (OCB) is referred as set of discretionary workplace behaviors that exceed one's basic job requirements (Bateman & Organ, 1983). They are often described as behaviors that go beyond the call of duty. Organizational Citizenship Behaviors (OCBs) are a special type of work behavior that are defined as individual behaviors that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system. These behaviors are rather a matter of personal choice, such that their omissions are not generally understood as punishable. OCBs are thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization (<http://en.wikipedia.org>).

Successful organizations have employees who go beyond their formal job responsibilities and freely give of their time and energy to succeed at the assigned job. Such altruism is neither prescribed nor required; yet it contributes to the smooth functioning of the organization.

Job satisfaction involving cognitive, affective and evaluative reactions or attitudes states it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important (Fred Luthans 2004). Job satisfaction describes how content an individual is with his or her job. Job satisfaction has been defined 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.

The job satisfaction which in turn has a significant influence on employees' absenteeism, turnover, and psychological distress. Individuals with higher levels of job satisfaction demonstrate decreased propensity to search for another job and a decreasing propensity to leave. The job satisfaction is very important to all employees. Without job satisfaction the employee can't work properly. When the employees are satisfied their jobs, then only he/she likely to work. The Job satisfaction is the key ingredient that leads to recognition, income, and promotion, the achievement of other goals that lead to a feeling of fulfillment and Organizational citizenship Behavior. So there is a need for identify how job satisfaction affect on organizational citizenship behavior. The job satisfaction is one of the major determinants for organizational citizenship behavior.

Hence, this research aims to identify the empirical relationship between OCB and JS among the sample of non academic employees in Universities in the Eastern part of Sri Lanka.

Objectives of the Study

- To identify major determinants of the organizational citizenship behavior.
- To find out how the Job satisfaction impact on the organizational citizenship behavior.

This research was attempted to examine to how job satisfaction positively impact the organization citizenship behavior. Findings of this research effort could enable organizations to re think or reshape their job satisfaction system.

Literature Review

Organizational Citizenship Behaviors (OCBs)

OCB is very popular construct in organizational behavior introduced with both a dispositional/personality and job attitudes theoretical foundation. Organ(1983) defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregated promotes the effective functioning of the organization."

The personality foundation of these OCBs reflects the employee's predisposition traits to be cooperative, helpful, caring, and conscientious. The attitudinal foundations indicate that employees engage in OCBs in order to reciprocate the actions of their organizations. Motivational dimensions, job satisfaction, and organizational commitment and job involvement clearly relate to OCBs. More important to OCBs, however, is that employees must perceive that they are being treated fairly, that the procedures and outcomes are fair. A number of studies have found a strong relationship between justice and OCBs. It seems that procedural justice affects employees by influencing their perceived organizational support, which in turn prompts them to reciprocate with OCBs, going beyond the formal job requirements.

Besides being extra-role or going beyond "the call of duty," other major dimensions are that OCBs are discretionary or voluntary in nature and that they are not necessarily recognized by the formal reward system if the organization

Recent research also examines antecedents such as job attitudes that account for loyalty OCBs, personality that accounts for service delivery OCBs, customer knowledge and personality that

jointly predict participation OCBs, and relationship quality and relationship context as antecedents of person-and task-focused interpersonal citizenship behaviors.

Obviously, all these different types of OCBs are valuable to organizations and, although they frequently go undetected by the reward system, there is evidence that individual who exhibit OCBs do perform better and receive higher performance and evaluations. In addition, OCBs do relate to group and organization performance and effectiveness. However, as with job satisfaction and organizational commitment, there is still some criticism of the conceptualization and research on OCBs, and more research is certainly warranted. For example, a recent study found that OCBs do influence organizational outcomes rather than the other way around and another study has begun to analyze the influence of gender on the performance of OCBs. Today's managers would be very wise in trying to enhance not only job satisfaction and organizational commitment, but also pro social, organizational citizenship behaviors of their employees (Fred Luthans 2004).

Job Satisfaction

Job satisfaction as involving cognitive, affective, and evaluative reactions or attitudes and states it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."(Locke E.A. 1976). Job satisfaction is a result 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 attitude.

Although theoretical analyses have criticized job satisfaction as being too narrow conceptually (Andre Bussing at al 1999), there are three generally accepted dimensions to job satisfaction. Job Satisfaction is an emotional response to a situation. As such, it cannot be seen; it can only be inferred. Job Satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward their work, boss, and/ or coworkers. They will be dissatisfied. On the other hand, if they feel they are being treated very well and are paying equitably, they are likely to have a positive attitude toward the job. They will be job-satisfied.

There are a number of factors that influence Job Satisfaction. For example, one study even found that if college students' majors coincided with their jobs, this relationship predicted subsequent Job Satisfaction (Mary Ann M. Ferico and Terry A. Beehr 1992). They are the work itself, pay, promotion, supervision, work group, and working condition

In summary, most organizational behavior, scholars as well as practicing managers would argue that job satisfaction is important to an organization. Some critics have argued, however, that this is pure conjecture because there is so much we do not know about the positive effects of satisfaction. On the other hand, when job satisfaction is low, there seem to be negative effects on the organization that have been documented. So if only from the standpoint of viewing job satisfaction as a minimum requirement or point of departure, it is of value to the organization's overall health and effectiveness and is deserving of study and application in the field of organizational behavior.

Research Methodology

This research was an explanatory study. The investigation of the study was the cross sectional correlation examination. The study design was the survey method using a structured

questionnaire as the research tool and unit of analysis was done with the individuals. The likert scale was used for the statements attained for the variables ranging from strongly disagree to strongly agree.

The research was conducted among a sample of 260 non academic employees of the Universities in the Eastern Province using simple random sampling method. The SPSS 16.0 student version statistical software has been used to analyze the data. And the correlation and regression analysis were done mainly to test the hypothesis.

Research framework

The model developed for the present study includes the constructs related to OCB and Job satisfaction.

Thus, the conceptual model for this research is as follows;



Hence, the following hypothesis was developed.

H1: Job satisfaction is positively related to organizational citizenship behavior

Measures

This study is intended to examine the hypothesized relationship between job satisfaction as independent variable and OCB as dependent variable.

Measuring job satisfaction

The job satisfaction has been operationalized as the degree to which a non academic employee is satisfied with his /her job. The Job satisfaction was measured the work itself, pay, promotion, supervision, work group, working conditions. That is, to what extent an non academic employee in university has satisfaction on his/her job. Hence, the job satisfaction is a highly qualitative aspect, which has been taken in to a scale to analyze quantitatively. The job satisfaction is evaluated by a developed scale under the following dimensions.

Job Satisfaction represents several related attitudes. Through the years five job dimensions have been identified to represent the most important characteristics of a job about which employees have affective responses. These are:

1. The work itself: The extent to which the job provides the individual with interesting, tasks, opportunities for learning and the chance to accept responsibility.
2. Pay: The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization.
3. Promotion opportunities: The chance for advancement in the career in the organization.

4. Supervision: The abilities of the supervisor to provide technical assistance and behavioral support.
5. Coworkers: The degree to which fellow workers are technically proficient and socially supportive.
6. Working conditions: The degree to which an employee is willing to work in a work setting condition (clean, attractive surroundings, hot, noisy surroundings, for instance).

Thus, 32 question items were developed to measure the 06 dimensions of this variable on a five point scale that varies from strongly disagree to strongly agree.

Measuring OCB

Organizational citizenship behavior also was measured the altruism, conscientiousness, courtesy, civic virtue, sportsmanship. Every variables includes dimensions, each dimension has number of indicators to investigate the sample of population. Developed questionnaire by (Podsakoff, et al. 1990).

1. Altruism (e.g. helping out when a coworker is not feeling well), altruism refers to behaviours that are voluntary. For example, being cooperative, helpful and other instances of extra-role behaviour, which helps a specific individual with a given work related problem (Podsakoff, MacKenzie, Moorman & Fetter 1990).
2. Conscientiousness (e.g. staying late to finish a project), conscientiousness refers to the extent of behaviours to which someone is punctual, high in attendance and goes beyond normal requirements or expectations.
3. Civic virtue (e.g. volunteering for a community program to represent the firm), civic virtue consists of those behaviours that are concerned with the political life of the organization (e.g., attend meetings, engage in policy debates, and express one's opinions in implementing a new policy).
4. Sportsmanship (e.g. sharing failure of a team project that would have been successful by following the member's advice), sportsmanship describes those individuals who tolerate the annoyances that are inevitable in the workplace a set of behaviours that demonstrate tolerance of less than ideal conditions at work without complaining and
5. Courtesy (e.g. being understanding and empathetic even when provoked). Courtesy refers to behaviours that are directed to the prevention of future problems, which is different from altruism because altruism is helping someone who has a problem, while courtesy is helping to prevent problems, performing thoughtful or considerate gestures towards others

Reliability Analysis of the Questionnaire

A reliability analysis was done to check the inter item consistency reliability. The Cronbach's Alpha was measured. Accordingly, the Cronbach's alpha reliability coefficients of the independent and dependent variables were obtained. Accordingly, the alpha value for job satisfaction and OCB showed a good reliability. Also the reliability coefficients of the dimension of these two variables were obtained as follows:

The work itself is 0.828, Pay is 0.764, Promotion is 0.682, Supervision is 0.820, Work group is 0.771, Working conditions is 0.757, Altruism is 0.821, Conscientiousness is 0.832, Courtesy is

0.671, Civic virtue is 0.732, and sportsmanship is 0.765. All constructs display good internal consistency.

Descriptive measures:

Descriptive Statistics

	Mean	Std. Deviation	N
OCB	1.9229	.38253	260
Job Satisfaction	2.0103	.31741	260

(Source: Survey Data)

OCB has a mean value of 1.92 with the standard deviation of 0.38 and job satisfaction has a mean value of 2.01 with the standard deviation of 0.317. These shows the non academic employees are less satisfied with their jobs and show lesser organizational citizenship behavior.

Correlation of Job satisfaction with OCB

Observing the correlations of independent variable-JS with the dependent variable- OCB, there is a positive correlation of (r = 0.477, p =0.000) and significant at 0.01 level. Meantime, the correlation between the f JS with the dimensions of OCB derived as follows; where p= 0.000 and significant at 0.01 level.

Altruism- 0.487, Conscientiousness-0.339, Courtesy-0.297, Civic virtue-0.392, sportsmanship-0.273. Accordingly, the employees who are highly satisfied show greater altruism, conscientious, and civic virtue than courtesy and sportsmanship.

Correlations

		Altruism	Conscientiousness	Courtesy	Civic_Virtue	Sportsmanship	OCB	Job_Satisfaction
Altruism	Pearson Correlation	1	.636**	.5201**	.534**	.557**	.622**	.487**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.001
	N	260	260	260	260	260	260	260
Conscientiousness	Pearson Correlation		1	.552**	.429**	.431**	.737**	.339*
	Sig. (2-tailed)			.000	.000	.000	.000	.022
	N		260	260	260	260	260	260

Courtesy	Pearson Correlation	1	.460**	.474**	.589**	.297
	Sig. (2-tailed)		.000	.001	.000	.192
	N	260	260	260	260	260
Civic_Virtue	Pearson Correlation		1	.467**	.590**	.392*
	Sig. (2-tailed)			.000	.000	.026
	N		260	260	260	260
Sportsmanship	Pearson Correlation			1	.581**	.273
	Sig. (2-tailed)				.000	.424
	N				260	260
OCB	Pearson Correlation				1	.477*
	Sig. (2-tailed)					.010
	N				260	260

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

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

(Source: Survey Data)

Regression

The overall model explains the fit for the research. R^2 in the table given below shows this aspect. This coefficient is a measure of how well the regression equation fits the data. Here, we have the R^2 is 0.143, hence, the regression equation apparently have a perfect fit with the data. So, we can predict our dependent variable (OCB) with the independent variable (JS). Here, $P = 0.000 < 0.05$. So the model is significant and model exists.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.477 ^a	.241	.221	.36316

a. Predictors: (Constant), Job_Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.733	.382			2.132	.040
	Job_Satisfaction	.451	.176	.473		2.677	.010

a. Dependent Variable: OCB

consider the constant variable in the equation. Its values; P = 0.000 < 0.05,

hence, significant to model. Job satisfaction is considered; P = 0.000 < 0.05, hence, it is significant to the model and explain the dependent variable. Hence, the following Model fit equation is derived.

$$OCB = 0.733 + 0.451 JS$$

Hypotheses Testing

The most common policy in statistical hypothesis testing is to establish a significance level, denoted by α , and to reject H_0 when the p – value falls below it. When this policy is followed, one can be sure that the maximum probability of the type I error is α (*Policy: when P-value is less than α , reject H_0*) Here, the hypotheses are tested at 5% confidence level ($\alpha = 0.05$). P values are denoted „Sig.“ in the above Table.

The following table shows the rejection and acceptance of the hypothesis.

Variable	Hypothesis	P - Value	$\alpha = 5\%$	H_0	H_A
JS with OCB	H_0, H_1	0.010	0.05	Reject	Accept

Source: Survey Data

H_0 = no association between Job satisfaction and OCB.

H_1 = There is an association between Job satisfaction and service OCB.

The p value is for variable JS is 0.010.

Since p value $0.010 \leq \alpha$, so the null hypothesis is rejected and the alternative hypothesis is accepted as the P value < α . Therefore, we statistically conclude that there is an association between Job satisfaction and OCB.

Hence, this means there is a positive relationship between JS and OCB. Also the result in correlation table (Correlation coefficient = 0.477; $p=0.000$) support this hypothesis. Thus, the attitude of job satisfaction is a predictor of OCB of the employees.

According to the findings, the 24.1% of the OCB is determined by job satisfaction and there is a positive correlation between job satisfactions OCB.

Conclusion

Organizational Citizenship Behavior is a result of the employees satisfied their work. The OCB has been measured by the altruism, conscientiousness, courtesy, civic virtue and sportsmanship. These variables have number of dimensions and indicators to measure OCB broadly. The study has been done on the non-academic employees of universities in the Eastern Province. For the evaluation purpose the mean, correlation, regression and standard deviation has been used.

We first hypothesized a significant relationship between job satisfaction and organizational citizenship behavior, based on theory and extent literature that supports such a relationship. The relationship was shown to be significant, and *H1* was supported ($0.010 \leq \alpha$). Hence, this means there is a positive relationship between JS and OCB. Also the result in correlation table (Correlation coefficient = 0.477; $p=0.000$) support this hypothesis. Thus, the attitude of job satisfaction is a predictor of OCB of the employees.

All employees are fulfilling their responsibilities stated in their job descriptions. In this way the non academic employees in the selected universities also fulfill their responsibility. But, organizational citizenship behavior comes who are the employees satisfied overall factors determining the job satisfaction. So, this study attempted to identify the relationship between job satisfaction and OCB. As far as the non-academic employees of the selected universities are seen less satisfied with their job and accordingly show less organizational citizenship behavior. Work overload, less salary, negative attitude of the supervisors and coworkers are some them. However, most of the employees are satisfied with their working condition. In addition, most of them are dissatisfied with recently implemented finger print system to control employee attendance as they face stress and anxiety during their working period.

Recommendations

The work itself, pay, supervision, and work group were not highly satisfied to nonacademic employees. Therefore, management should consider the following matters and they can improve their employees' job satisfaction.

- Improve and consider the employees' work contents.
- Improve the payments (Salary revision should be done at the University Grand Commission (UGC) level and other benefits of employees.
- They should redesign their promotion system.
- Create positive attitudes among superiors as well as subordinates.
- They should create a friendly manner relationship among the employees.
- Maintain a flexible work schedule by means of introducing flexi-working hours.

According to the findings the 24.3% of the OCB is determined by job satisfaction. There are another factors also determine the OCB. Therefore, future researchers find out other factors and can do good research.

When the employees are satisfied with their job only they will extend their extra activities and would be committed towards organizational success. If the employees are found with organizational citizenship behavior, it is no doubt any organization would be in running very smoothly without any obstacles in the path of achieving the organizational vision.

References

- Andre Bussing, Thomas Bissls, Vera Fuchs, and Klaus M.Perrar, "A Dynamic Model of Work Satisfaction: qualitative Approaches," *Human Relations*, Vol. 52, No.8, 1999, p.999.
- Christiana E. Shalley, Lucy L. Gilson, Terry C. Blum, "Matching Creativity Requirements and the Work Environment: Effects on Satisfaction and Intentions to Leave," *Academy of Management Journal* Vol.43, No. 2, 2000, pp 215-223
- E.A. Locke, „The Nature and cause of Job satisfaction“, in M.D.Dunnette (Ed), *Hand book of Industrial and Organizational Psychology*, Rand McNally, Chicago, 1976, p.1300
- "IT Workers Expect Career Development and Job Satisfaction," *HR Focus*, August 1999, p.4
- P.C. Smith, L.M.Kendall, and C.L.Hulin, *The Measurement of Satisfaction in Work and Retirement*, Rand McNally, Chicago 1969
- Podsakoff, P.M., Mackenzie, S.B., Moorman, R.H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers" trust in leader, satisfaction and organizational citizenship behaviors. *Leadership Quarterly*, 1(2), 107–142.
- Timothy A. Judge, Joce E.Bono, and Edwin A. Locke, "Personality and Job Satisfaction: The Mediating Role of Job Characteristics," *Journal of Applied Psychology*, Vol.85, No. 2, 2000, pp.237-249
- Smith, C.A., Organ, D.W., & Near, J.P. (1983). Organisational citizenship behaviour: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653–663.
- Schnake, M. (1991). Organisational citizenship: A review, proposed model, and research agenda. *Human Relations*, 44(7), 735–759.
- Van Dyne, L., Graham, J.W., & Dienesch, R.M. (1994). Organisational citizenship behaviour: Construct redefinition, measurement and validation. *Academy of Management Journal*, 37(4), 765–802.
- Williams, L.J., & Anderson, S.E. (1991). Job satisfaction and organisational commitment as predictors of organisational citizenship behaviour and in role behaviours. *Journal of Management*, 17(3), 601–617.