

Empirical Study of Impact of Organizational Citizenship Behaviour Dimensions on Job Satisfaction among Administrative Staff of Osun State owned Tertiary Institutions, Nigeria

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Abstract

This study investigated the impact of organizational citizenship behavior dimensions on job satisfaction among academic staff in Osun State owned tertiary institutions. Structured questionnaire was used to collect data from 80 respondents through simple random sampling method. Multiple regression was used to analyze the data collected in order to determine the impact of independent variables OCB dimensions on dependent variables (JS). Result revealed that Organizational Citizenship Behaviors dimensions have significant impact on job satisfaction. The study also revealed that Civic virtue and Sportsmanship of OCB respectively have high beta score than other factors with job satisfaction. It was concluded that predictor variables namely (Altruism, Courtesy, Sportsmanship, Civic virtue and General compliance) is 86.9% variance of job satisfaction. Therefore, paper recommended that all Osun State owned tertiary institutions should enhance the level of Organizational Citizenship Behaviors by investing on acceptable OCB, because if it is higher, job satisfaction and institutions' productivity will improve accordingly.

Keywords: OCB, Job Satisfaction, Altruism, Courtesy, Sportsmanship, Civic virtue and General compliance.

Introduction

Organizations have long been interested in the role of management on how employees think and feel about their jobs, as well as what employees are willing to dedicate to the organization (Dorothea, 2013). Past studies (Cohen and Vigoda, 2000; Todd 2003; Ertürk, et al. 2004 and

Podsakoff and Mac Kenzie, 1997) indicated that Organizational Citizenship Behaviours (OCB) are important parts and predictors of employee job satisfaction. OCB is conceptualized as positive behavior and willingness to exert energy for success of the organization. Miller, (2002) agreed that a person who engaged in OCB might receive appreciation and recognition that includes positive emotion and a greater likelihood of repeating the OCB. OCB is behaviour that is voluntary and not part of formal role requirements and not directly recognized by the formal reward system. OCB has been known to enhance an organization's effectiveness, efficiency, and overall performance by lubricating the social machinery of the organization, reducing friction and increasing efficiency (Podsakoff and Mac Kenzie, 1997). Todd (2003) maintained that, OCB should have a particular impact on the overall effectiveness of organizations by adding to the social framework of the work environment. Ertürk, et al. (2004) opined that organizational citizenship behavior has important effects on the effectiveness, efficiency and profitability of the organizations. In the same vein, Cohen and Vigoda, (2000) agreed that OCB can improve co-worker and managerial productivity, provide superior efficiency in resource use and allocation, reduce managerial expenses, provide better coordination of organizational activities across individuals, groups and functional departments, improve organizational attractiveness for high quality new recruits, increase stability in the organization's performance, enhance organizational capability to adapt effectively to environmental changes.

In the case of tertiary institutions of learning, achieving its strategic goals would strongly depend on her capacity to attract, retain and maintain competent and satisfied into its employment. The tertiary institution of being an institution of higher learning that provides manpower needs to advance national development for both the public and private sector must itself be capable of ensuring adequate manpower planning and development. Therefore, they cannot afford to neglect essential needs of the workforce job satisfaction through exhibition of high organizational citizenship behaviour.

Many studies have been done on OCB relating to job satisfaction especially in developed countries in manufacturing sector and banking sector but few in education sector. Surprisingly, none has been done in academic setting in Nigeria, especially in Osun State. Therefore, there is need to examine the impact of OCB on job satisfaction among academic staff of Osun State tertiary institutions in order to fill the gap in knowledge.

Literature Review

Organizational Citizenship Behaviour (OCB) represents 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 (Organ, 1988). Turnipseed and Rassuli (2005) defined OCB as defending the organization when it is criticized or urging peers to invest in the organization; which means that OCB is 'going beyond the call of duty'. OCB is defined as an extra work associated with behaviors, which goes above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983). Joirman et al, (2006) also defined OCB as a behavior that exceeds the routine expectations. This behavior may be different for different people as every employee in an organization perceives job requirements differently i.e. for some employees, helping others (Altruism) may be a routine, yet still, some will count it as beyond the scope of job requisites. Konovsky and Organ (1996) identified five dimensions belonging to OCB: altruism, courtesy, sportsmanship, civic virtue, and generalized compliance. Altruism refers to voluntary actions that help another person with a problem. Courtesy includes efforts

to prevent a problem with others and to avoid abusing the rights of others. Sportsmanship refers to any behavior demonstrating tolerance of less than ideal circumstances without complaining. Civic Virtue refers to constructive behaviors indicating a willingness to participate responsibly in the life of the organization. Finally, generalized compliance involves discretionary actions beyond the minimum requirements of the organization in areas of attendance.

Jacqueline *et al*, (2004) suggested that, individuals engage in OCB as a form of reciprocity based on organizational treatment. Also the study of Turnipseed and Rassuli (2005) depicted that, the 'best' performing workers produced the strongest link between performance and functional participation, which is a helping-type (*Altruism*) OCB. Gautam *et al*, (2005) also maintained that citizenship behavior within an organization may vary, with change in geographic context i.e. OCB is enacted differently in different cultural contexts – that what it means to be a 'good citizen' may vary. Indeed, as citizenship appears to consist of discretionary behaviors, how the employee perceives the organization (as evidenced by his/her attitude toward it) would likely predispose this employee to either perform or withhold such performance (Dick *et al*, 2006).

Past studies (Shokrkon and Naami, 2009; Hugick and Leonard, 1991; Farrel and Stamm, 1998 and Mitra, Jenkins, and Gupta, 1992) agreed that organizational citizenship behaviour is one of important outcomes of job satisfaction. Job satisfaction has been identified as a major requirement for tertiary institutions which aim to achieve excellence in their operations. Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job particularly in terms of intrinsic motivation. Smith *et al*. (2009) opined that job satisfaction is feelings or affective responses to facets of the situation. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. That is, it is the discrepancy between what an employee values and what the situation provides. Aziri, (2008) considered that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs. Dawis and Lofquist (1984) defined job satisfaction as the result of the worker's appraisal of the degree to which the work environment fulfills the individual's needs. The term job satisfactions refer to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Empirical studies on the relationship between Organizational Citizenship Behaviour (OCB) and Job Satisfaction (JS).

Many studies have been carried out by researchers, addressing relationship between OCB and JS. Although findings of OCB-JS relationship vary across various research, there are considerable empirical base of evidence that OCB has positive impact on JS (Schappe, 2008).

According to Schnake (2007) researchers expected job satisfaction to be correlated to OCB for two main reasons: one of them is norm of reciprocity, employees tend to reciprocate the organization that helps or benefits them. Second is related to psychology, if employees experience a positive situation with their job, they tend to engage in pro-social behaviours (Dhitiporn and Brooklyn, 2004)). Here, some examples of studies are provided to show the findings of previous studies.

Omer and Umet, (2007) examined the relationship between job satisfaction and OCB and suggested that job satisfaction is strongly and positively related to a "citizenship" dimension of role performance. They also found that each dimension of job satisfaction was positively correlated to citizenship behavior (Omer and Umet, 2007) independent studies found a significant relationship between job satisfaction and OCB (Organ and Lingl, 2005). A study conducted by Chiboiwa, Chipunza, and Samuel, (2011) among administrative employees of five organizations of Zimbabwe showed that there exists positive relation between job satisfaction and OCB. Employees become more satisfied with their job if they are handed over the autonomy.

Another study conducted by Allameh, Amiri, and Asadi (2011) in Mazandaran Regional Water Organization led to the conclusion that employee's job satisfaction not only confirms his staying in the organization but also leads to citizenship behaviour. Job satisfaction also seems to be positively correlated with OCB (Khan and Abdul Rashid, 2012). A study on Egyptian managers indicated that OCB was positively associated with both JS with challenge and overall JS. But significant association with other dimensions (social, pay, security and growth) of JS were not found (Parnell and Crandall, 2003). According to Moorman the relationship between job satisfaction and OCB in the literature may be spurious and merely reflects the degree to which JS include job fairness. His research indicated that except altruism, there is a correlation between JS and other dimensions of OCB (courtesy, sportsmanship, conscientiousness and civic virtue). But, when perceptions of Relationship Between the facets Of Job Satisfaction fairness were measured separately from JS, JS was not related to OCB (Moorman, 1991).

A study by Moorman, (1991) indicated that JS was correlated to all dimensions of OCB. But when the relationship between procedural justice and OCB was controlled, JS was not related to OCB. They suggested that organizational commitment, JS and OCB might be all as consequence of fair treatment and procedures (Moorman at al., 1993). Similarly, Konovsky and Organ's study on professional and administrative employees of a hospital indicated that fairness/satisfaction was significantly related to all five dimensions of OCB (Konovsky and Organ, 1996). Williams and Anderson, (1991) found that two aspects of JS were differently related to OCB variable. The extrinsic component (which includes pay cognitions) predicted OCB-Organizational. But the intrinsic component predicted OCB-Individual (Williams and Anderson, 1991). A study on higher learning institutions indicated that both intrinsic and extrinsic dimension of JS were positively associated with OCB-organizational, but not with OCB-individual (Mohammad *et al.*, 2011).

A study on Australian human service professionals indicated that job satisfaction correlates significantly various measures of OCB (time devoted to fete, number of committees joined and attendance at staff social) (Murphy, 2002). A study on teachers showed that there was a significant positive relationship between OCB and JS. Four dimensions of OCB was correlated to JS except courtesy. Findings also indicated that altruism and civic virtue contributed to JS. But the other three dimensions of OCB did not contribute significantly to JS (Fatimah, 2011). A study on faculty members showed a weak relationship between job satisfaction and OCB's dimensions. The job satisfaction was only related with courtesy and altruism dimensions of OCB, while other dimensions were insignificantly related with job satisfaction. Thus, the job satisfaction was a weak predictor of OCB (Mehboob, 2012).

A study on teachers indicated that JS was not a significant predictor of OCB (Mogotsi, 2009). Literatures in Turkish context also showed contradictory findings. A study showed that job satisfaction positively influenced the exhibition of courtesy and sportsmanship citizenship

behaviors. But job satisfaction was not significant contributor of altruism, civic virtue, and conscientiousness (Ünüvar, 2006). A study on different sectors in İstanbul indicated that there was a strong correlation between JS and OCB (Gürbüz, 2009). A recent survey on employees in several industries suggested that there was a relationship between OCB and JS; and OCB has a positive effect on JS. OCB-organization and OCB- individuals had positive and significant effect on JS (Demirel and Özçınar, 2009). A study on chemical industry showed that JS was a strong antecedent of OCB (Çekmecelioğlu, 2011).

A study on managers of a public bank in Ankara indicated that satisfaction with job itself and with promotion affected both OCB-organization and OCB-individuals. But satisfaction with pay had insignificant effect on OCB-individuals and OCB-organization. Satisfaction with rewards and with fellow workers had a positive and significant impact on OCB-organization, but not OCB-individuals (Mert, 2010).

Based on the empirical review discussed above, the research model illustrated in Figure 1 below for this study consists of five set of OCB dimensions: Altruism, Courtesy, Sportsmanship, Civic virtue, and Generalized compliance. These variables are hypothesized to impact on job satisfaction among academic staff in Osun State Tertiary institutions.

Conceptual Model

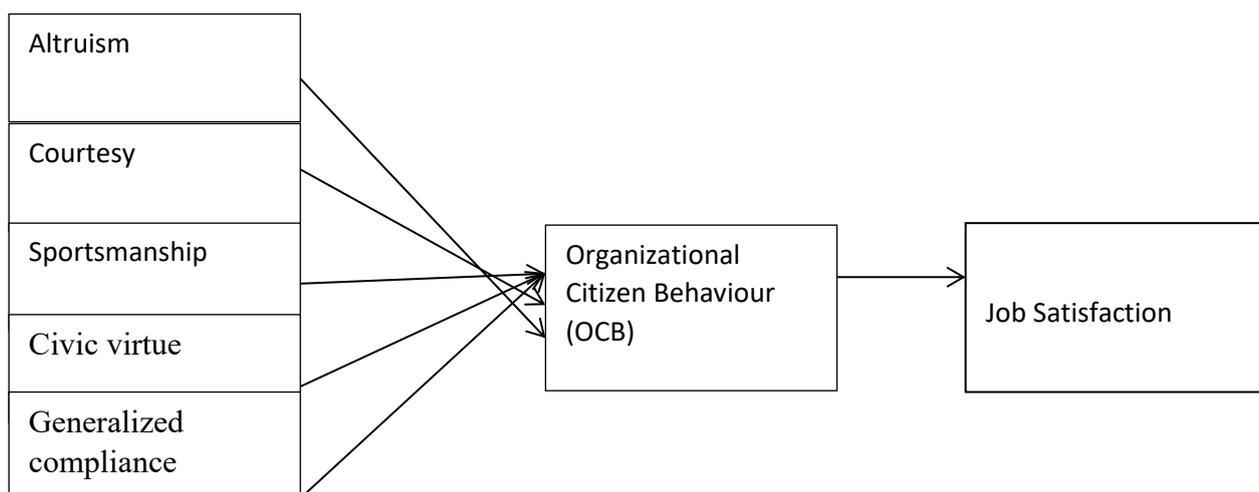


Figure 1: Research model

Source: Designed by Researchers

Research Questions

The following research questions were answered in the course of this research;

- a) Does altruism has significant impact on job satisfaction among administrative staff of Osun State owned tertiary institutions?
- b) Does courtesy has significant impact on job satisfaction among administrative staff of Osun State owned tertiary institutions?
- c) Does sportsmanship has significant impact on job satisfaction among administrative staff of Osun State owned tertiary institutions?
- d) Does civic virtue has significant impact on job satisfaction among administrative staff of Osun State owned tertiary institutions?
- e) Does generalized compliance has significant impact on job satisfaction among administrative staff of Osun State owned tertiary institutions?

- f) Do altruism, courtesy, sportsmanship, civic virtue and generalized compliance jointly have significant impact on job satisfaction among administrative staff of Osun State owned tertiary institutions?

Model Specification

Mathematically, the model is expressed as follows:

$$\text{Model JS} = F(X_1, X_2, X_3, X_4, X_5)$$

Where; JS= Job satisfaction, X1 = Altruism, X2 = Courtesy, X3 = Sportsmanship, X4 = Civic virtue, X5 = Generalized compliance, β_0 = Intercept β_1 - β_5 = Regression coefficient ϵ = Stochastic error term.

Methodology

The participants were approached to take part in the study following the approval of the administrative department of the selected tertiary institutions. This indicates that any employee who is on the pay roll of the selected tertiary institutions and department has equal right or opportunity to participate in the study. The questionnaires were administered among the twenty (20) academic staff in the each of four purposively selected institutions (Osun State Polytechnic, Iree; Osun State College of Technology, Esa-Oke; Osun State College of Education, Ila–Orangun; and Osun State College of Education, Ilesa) totaling eighty (80) through simple random sampling method, and this was done personally by the researchers. Multiple regression analysis (OLS) was used to analyze the data collected in order to determine the impact of independent variables OCB dimensions on dependent variables (JS).

Measurement:

Organizational Citizenship Behavior Questionnaire (OCBQ): This scale was used to measure OCB the responses were rated on the Likert-scale format, with answers ranging from 1 to 5 (1 = never and 5 = always). This scale was developed and validated by Lee & Allen (2002).

Job Performance Questionnaire (JPQ): This scale was used to assess respondents' perceived levels of job performance. The scale was developed and validated by William and Anderson (1991). The response format was in Likert form with indicants ranging from *strongly agree* (5) to *strongly disagree* (1). It consisted of 7 items and the scoring procedure indicates that high scores represent high perceived job performance and low scores imply low perceived job performance. The authors reported Cronbach reliability alpha of .91, while when correlated with reward recommendation; the relationship was moderately high having being .77. The instrument was subjected to further revalidation in order to determine its psychometric soundness. Therefore, the reliability alpha coefficient obtained for the seven items in the current study was .78.

Data Analysis

Table 1a

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.869	.861	.31414

a. Predictors: (Constant), General Compliance, Courtesy, Altruism, Civil virtue, Sportmanship

Table 1b

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.648	5	9.730	98.595	.000 ^b
	Residual	7.302	74	.099		
	Total	55.950	79			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), General compliance, Courtesy, Altruism, Civil virtue, Sportsmanship

Table 1c

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.070	.217		-.321	.749
	Altruism	.142	.129	.138	1.100	.275
	Courtesy	.031	.084	.031	.374	.710
	Sportsmanship	.312	.135	.305	2.305	.024
	Civil virtue	.511	.103	.501	4.980	.000
	General compliance	.022	.075	.021	.299	.766

a. Dependent Variable: Job satisfaction

Table 1a, b, and c show that organizational citizen behavior dimensions contribute 86.9% to job satisfaction with ($R^2 = .869$, $F(5, 74) = 98.595$), $P < .01$). This implies that OCB dimensions jointly predict job satisfaction at 1% level. This result conform to Schappe, (2008); Omer and Umet, (2007); Organ and Lingl, (2005); Chiboiwa *et al* (2011); Allameh *et al* (2011) and Khan and Abdul Rashid, (2012) that all OCB dimensions have positive impact on job satisfaction.

Sportsmanship and civil virtue were independently predictors of job satisfaction with ($\beta = 0.312$, $t = 2.305$, $P < .05$) and ($\beta = 0.511$, $t = 4.980$, $P < .01$) respectively. This indicates that sportsmanship has significant impact on job satisfaction at 5% level. This result is contrary to Fatimah, (2011) finding who agreed that sportsmanship did not contribute significantly to job satisfaction. Also, civic virtue has significant impact on job satisfaction at 1% level and this result is in agreement with Fatimah, (2011) that civic virtue contributed to job satisfaction.

Altruism, courtesy and general compliance were independently predict job satisfaction but not significant with ($\beta = 0.142$, $t = 1.100$, Pns), ($\beta = 0.031$, $t = 0.229$, Pns) and ($\beta = 0.022$, $t = 0.229$, Pns). This means that altruism, courtesy and general compliance has impact on job satisfaction respectively but insignificant. This result contrary to Mehboob, (2012) that the job satisfaction was only related with courtesy and altruism dimensions of OCB, while other dimensions were insignificantly related with job satisfaction.

Conclusion and Recommendation

According to the empirical review of the present study about Organizational Citizenship Behaviours and job satisfaction and many researcher and scientists established that there is positive relationship between Organizational Citizenship Behaviours and job satisfaction. The findings of present study revealed Organizational Citizenship Behaviors dimensions (Altruism, Sportsmanship, Courtesy, Civic virtue and General compliance) have significant impact on job satisfaction. The study revealed that Civic virtue and Sportsmanship of OCB respectively have high beta score than other factors with job satisfaction. Also, according to the results it can be concluded that predictor variables namely (Altruism, Courtesy, Sportsmanship, Civic virtue and General compliance) is 86.9% variance of job satisfaction. Therefore, all Osun State owned tertiary institutions should enhance the level of Organizational Citizenship Behaviors by investing on acceptable OCB, because if it is higher, job satisfaction and institutions' productivity will improve.

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