

Influence of Pay Satisfaction and Length of Service on Organization Citizenship Behaviour of Bankers

*¹Dr Barnabas E. Nwankwo

²Tobias C. Obi

^{*1,2}Department of Psychology, Caritas University, Enugu

*banniewankwo@yahoo.com, *+2348023611991

³Dr Ngozi Sydney-Agbor

³Department of Psychology, Imo State University Owerri

⁴Solomon A. Agu

⁵Dr James U Aboh

^{4,5}Department of Psychology, Enugu State University of Science and Technology, Enugu

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Abstract

This study investigated influence of pay satisfaction and length of service on organizational citizenship behavior among bankers in Enugu Metropolis. Sixty (60) participants were used in the study and were cross-sectionally selected. An Onyishi (2007) organizational citizenship behavior index was used to measure participants. The result showed that pay satisfaction was significant $F(1, 116) = 10.92, p < .05$, while length of service was not significant, $F(1, 116) = 1.480, p > .05$. It is therefore concluded that pay determines citizenship behavior while length of service does not. This result tended to confirm and contradict some of the literatures reviewed.

Keywords: Satisfaction, Salary, Length of service, organizational citizenship behaviour, bankers, job satisfaction.

Introduction

When an individual does any other work in an organization that promotes the organization and, that is not recognized and paid for by the organization, it is called "organizational citizenship behavior". Organizational citizenship behavior has been studied since the late 1970s. Over the past three decades; interest in these behaviours has increased substantially. Organizational behavior has been linked to overall organizational effectiveness. Organ (1988) defined organizational citizenship behavior as an 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's definition of organizational citizenship behavior includes three critical aspects that are central to this construct. First, organizational citizenship behaviors are thought of as discretionary behaviours, which are not part of the job description, and are performed by the employee as a result of personal choice. Second, organizational citizenship behaviours go above and beyond that which is an enforceable requirement of the job description. Finally, organizational citizenship behaviours contribute to overall organizational effectiveness. Organ's (1988) definition of organizational citizenship behavior has generated a great deal of criticism. The very nature of the construct makes it difficult to operationally define. Critics started questioning whether or not organizational citizenship behaviours, as defined by Organ, were discretionary in nature. Organ (1977), in response to criticism, notes that since his original definition, jobs have moved away from a clearly defined set of tasks and responsibilities and have evolved into much more ambiguous roles. William and Anderson (1991) proposed a different way of organizing organizational citizenship behavior construct. They divided up the dimensions of organizational citizenship behavior into two different types based on whom the behaviours were directed at. Organization citizenship Behavior- individuals (organization citizenship behavior – 1) include behaviours that are aimed at other individuals in the workplace, while organizational citizenship behavior – organization (Organizational Citizenship Behaviour – 0) includes behaviours directed at the organization as a whole. One of the most intuitive antecedents of organization citizenship behavior is job satisfaction. Organ and Ryan (1995) conducted a meta-analysis of 28 studies and found a modest relationship between job satisfaction and organizational citizenship behavior. This relationship was stronger than the relationship between job satisfaction and role performance. Other attitudinal measures, perceived fairness, organizational commitment, and leader supportiveness are found to correlate with organization citizenship behaviour at about the same rate as satisfaction (Organ & Ryan, 1995). In terms of personality characteristics, conscientiousness, agreeableness, and positive and negative affectivity garner the most support as antecedents of organization citizenship behaviour (Podsakoff, Mackenzie, Paine and Bachrach, 2000). According to Morrison (1994) organization citizenship behaviour is an informal behaviour that can be encouraged only when job tasks are clear and official role definitions effectively distinguish the formal requirements of the job from other informal, spontaneous gestures. The theory of organization citizenship behaviour has previously demonstrated that organizations with a strong emphasis on citizenship behaviour are healthier and more successful than other organizations that lack such a climate (Podsakoff et al, 2000). Thus, it is an important goal of managers everywhere to make employees aware of the benefits of organizational citizenship behaviour and if possible encourage it when such encouragement is conducted by legitimate means (i.e. improving the organizational climate, enhancing fairness and equity, or improving communication channels with employees), (conventional organization citizenship behaviour is indeed promoted).

Pay satisfaction simply entails the feeling of contentment one has on his/her pay. This is a general pertinent variable and a motivating factor especially in this part of the globe where many people are still trying to solve the physiological need. For instance, a worker who is satisfied with his pay will tend to show some level of citizenship behaviour in the organization, since he/she believes that his/her pay is sufficient enough to take care of his/her basic needs. Moreover, one reason for the continuity interest in pay satisfaction is its links to important

employee behaviour such as absenteeism, turnover, union voting and extra role (Smith, Organ, and Near, 1983).

Length of service is defined as the number of year by which a person has been employed by a given employer. Length of service is the total number of years an individual has served in any particular organization or industry, in relation to that individual's dedication to duty and clean record – according to the rules and regulations guiding the particular organization or industry. Pairing organization citizenship behaviour with length of service, however takes a look at yet another relationship. This relationship is determined by how the employee is viewed now, not only by the current employers, but how they can be perceived by prospective employers. An employee who has been in the workforce for a number of years has qualities and experiences that can make him/her a valuable asset for the company. If recognized and rewarded consistently by the current employer, usually minimal action is taken to look for other employment offers. Experience is only one of the gamut of qualities that length of service can be paired with organizational citizenship behaviour. It is based on this comparison between organizational citizenship behaviour and other variables that the researcher wants to investigate the influence of pay satisfaction and length of service on organizational citizenship behaviour among bankers in Enugu. The major purpose of the study was to investigate the influence of pay satisfaction and length of service on organizational citizenship behaviour of bankers. Most of the studies published in recent decades about organizational citizenship behaviour have pointed to the benefits and advantages of organizational citizenship behaviour as a construct which goes along way in determining the success of the organizations. However, studies have have looked at the influence of pay satisfaction and length of service on the employees ability to exhibit organizational citizenship behaviour. This paper seek to fill in this gap and answer the following questions;

The core problem of this work is therefore, to answer such questions as:

- Are those bankers who are satisfied with their pay exhibit organizational citizenship behaviour more than those who are not?
- Do workers who have been in the banking job for longer period exhibit organizational citizenship behaviour more than those who have not been in the banking job for short period?

Hypotheses

The following hypotheses were tested:

- There will be no influence of satisfaction with pay on organizational citizenship behavior.
- There will be no influence of length of service on organizational citizenship behavior.

METHOD

Design/Statistics

The design of the study was cross-sectional survey design where the available and willing/interested bankers are sampled their responses were analyzed using the 2 x 2 analysis of variance ANOVA statistics. This is because pay satisfaction has 2 levels of satisfied and not satisfied, length of service has 2 levels as well short and long service.

Participants

The researcher used sixty (60) bankers drawn from seven (7) bank institutions within Enugu Metropolis. They were from the United Bank Plc, Diamond Bank, Access Bank Plc, Fidelity

Bank, First Bank of Nigeria, Zenith Bank and Skye Bank Plc. The choice of the named banks was made from a simple random sampling where ten (10) banks were written and folded in a paper and seven were randomly selected and used in the study. The participants (bankers) were cross-sectionally selected (convenience sampling) where the available and willing/interested bankers are sampled.

Measure

The instrument used for the study was an organizational citizenship behavior scale developed by Onyishi (2007). It is a 21 – items scale designed to measure organizational citizenship behavior. The items were scored on a 5-point Likert like dimensions. The organizational citizenship behavior scale has a reliability coefficient of .83 and a test retest coefficient of .76. This was interpreted to be a good measure of organizational citizenship behavior among workers. In the above instrument, pay satisfaction was categorized into satisfied vs not satisfied while length of service was also categorized into short vs long period of service.

Procedure

On the whole, 74 copies of the questionnaires were distributed among bankers in the selected banks. This was done by the researchers with the help of one other research assistants. At each of the banks, the assistants introduced themselves to the bank manager, and appeals for his approval to carry out the study after the establishment of rapport with him. A cross sectional convenience sampling method was used in distributing the questionnaires among bankers. Most of them asked to return the questionnaire a day after to allow them respond appropriately to the items. This has led to the return of sixty (60) copies out of the seventy four (74) copies distributed. The returned sixty (60) copies were subjected to statistical analysis of variance (ANOVA).

RESULTS

Table 1. Table of two-way analysis of variance that shows the means (\bar{x}) of pay satisfaction and length of service.

		Pay Satisfaction	
		Satisfied	Not satisfied
Length of service	Short	T ₁₁ = 2283 n ₁₁ = 40 $\bar{x}_{11} = 57.11$	T ₁₂ = 2667 n ₁₂ = 42 $\bar{x}_{12} = 63.5$
	Long	T ₂₁ = 1512 n ₂₁ = 20 $\bar{x}_{21} = 75.6$	T ₂₂ = 1128 n ₂₂ = 18 $\bar{x}_{22} = 62.70$

The table of mean (\bar{x}) shows that bankers who are satisfied with their pay had a higher organizational citizenship behavior mean score ($\bar{x}_{21} = 75.6$) than those who are not satisfied with their pay, they had a mean score ($\bar{x}_{11} = 57.11$).

The result also showed that bankers who had been on the job for a shorter period of service had more organizational citizenship behavior mean score of ($\bar{x}_{12} = 63.5$) than old entrants' mean score ($\bar{x}_{22} = 62.70$).

Table 2. Analysis of Variance (ANOVA) Summary table showing the prediction of pay satisfaction and length of service on organizational citizenship behavior.

Hypothesis I: there will be an influence of satisfaction with pay on organization citizenship behavior.

Hypothesis II: there will be no influence of satisfaction of length of service on organization citizenship behavior.

Source of study	Sum squares	df/f	Mean square	F	P
Row (Pay Satisfaction)	1566	1	1566	10.92	< .05
Columns (Length of Service)	212	1	212	1.480	> .05
Interaction (pay & Length)	1864	1	1864	13.00	< .05
Within cells	16630.07	116	143.40		
Total	20272.07	119			

The ANOVA result indicated that mean differences between the bankers who are satisfied with their salary and those who are not were statistically significant, $F(1, 116) = 10.92, p < .05$. Therefore, the hypothesis that there will be an influence of satisfaction with pay on organizational citizenship behavior was accepted. Moreover, the result showed that the mean score differences between bankers who have been on the job longer and those who are new on the job was not statistically significant, $F(1, 116) = 1.480, p > .05$. Based on that, the hypothesis that stated that there will be an influence of length of service on organizational citizenship behavior was rejected. The interaction effects for pay satisfaction and length of service on organizational citizenship behavior was significant, $F(1,116) = 13.00, p < .05$.

DISCUSSION

This study investigated influence of pay satisfaction and length of service on organizational citizenship behaviours among bankers in Enugu Metropolis. The result showed that pay satisfaction had a significant role and determines to a great extent a banker's attitude towards extra role behaviours in his/her organization. This study confirmed the long held notion that people's salary determines their tendency to help their firms grow and achieve their target. This implies that workers who are well paid will put more effort in their duty than the underpaid workers. This study supported previous studies (Organ & Ryan, 1995; Podsakoff et al, 2009) which found a positive relationship between job satisfaction and organizational citizenship behavior. It is then postulated here that salary and wages of bankers and worker in general should be increased to ensure their total dedication to the growth of the firm where they work. Moreover, the research found that length of service had no significant influence on organizational citizenship behavior. This implies that organizational citizenship behaviours is not a function, product or determined by the number of years one has been on the job but by other factors which might include personality traits and possibly organizational climate. The interaction effect between pay satisfaction and length of service suggest that the higher you are satisfied with you pay in an organization, the tendency you will stay longer and possibly engage in organisational citizenship behaviour. This interaction has buttressed once again the importance of salary and wages in the work place as a determinant of all other job related behaviours.

Implication of the Study

This study found that pay satisfaction determines the rate at which workers get involved in helping or unselfish behaviours in their world of work. It also found that length of service was not a factor in organizational citizenship behavior among the sample of workers studied. The implication of the study is that bankers (as well as other workers) should be motivated by pay/salary increase in order to get the best of their performance on their duty. It implies that bankers prefer cash and will always give their best when they perceived their salary as commensurate with their effort. Thus, pay according to this study is a strong factor in determining people's involvement with extra role duties in a firm. The study result also implies that the year which a banker has been on the job does not guarantee that he/she will go extra miles in doing things which were not defined as part of their duties in their appointment papers. It is therefore suggested that other factors could be more likely to make people perform duties that were not initially assigned to them, such factors could be personality trait (introversion and conscientiousness).

Limitations of the Study

One major limitation of this study was the unwillingness of the bankers to respond to the questionnaire on the excuse that they were very busy with activities of their jobs. This prompted the options of them taking it home from where 14 persons did not return theirs. This could have affected the result of the study. Secondly, the unequal number of participants in the short and long period of service condition is a limited to the result of this study. The number of recruits (short period bankers) is by far greater than those who had been on the job longer. Also, the number of participants used in the study was not the best representation of the total population of bankers in Enugu metropolis. It is suggested here that further studies of these variables should include other factors such as motivation preference, extroversion, introversion and conscientiousness etc. This variable in conjunction with pay satisfaction and length of service will better influence organizational citizenship behaviours

among bankers. The researchers also suggest for further studies of these variables to increase the number of participants, so that their sample would best represent the total population of bankers and the result generalized.

Conclusion

Thus, this research finding tends to support the prediction that pay satisfaction influences organizational citizenship behavior among bankers in Enugu Metropolis. It also tends to suggest that length of service does not influence organizational citizenship behavior among the sample. It was also suggested that other variables can be used to determine organizational citizenship behaviours among banker in Enugu.

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