Organizational Citizenship Behaviour and Job Satisfaction among the Employees of Select Textile Units in Perundurai

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Abstract: Organizational citizenship behavior refers to 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. The present study was aimed at studying the relationship between job satisfaction and organizational citizenship behavior 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 organizational citizenship behavior and job satisfaction among the employees were assessed. The collected data was analyzed with various statistical tools. Results indicated that there was a significant difference in job satisfaction and organizational citizenship behavior among the respondents of various age, gender, and income groups. There was a significant correlation between organizational citizenship behaviour and job satisfaction. Fourty six per cent of the variation in Organisational citizenship behaviour was explained by job satisfaction.

Keywords: Civic Virtue, Job satisfaction, Organizational citizenship behavior, and Sportsmanship.

I. INTRODUCTION

Dennis Organ coined the term "Organizational Citizenship Behavior". Organ (1988) defined organizational citizenship behaviors as "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". Organizational citizenship behavior includes seven types of behavior (Podsakoff et al, 2000). These include (1) Helping Behavior, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development. Helping behavior refers to voluntarily helping others, or preventing the occurrence of work related problems. Organ (1990) defined sportsmanship as "a willingness to tolerate the inevitable inconveniences and impositions of work without complaining." Organizational loyalty involves promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions. Organizational compliance relates to a person's internalization and acceptance of the organization's rules, regulations, and procedures, which results in adherence to them.

Individual Initiative refers to voluntary acts of creativity and innovation designed to improve one's task or the organization's performance, persisting with extra enthusiasm and effort to accomplish one's job, volunteering to take on extra responsibilities, and encouraging others in the organization to do the same. All of these behaviors convey 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 organization as a whole. This is reflected in willingness to participate actively in its governance (e.g., attend meetings, engage in policy debates, express one's opinion about what strategy the organization 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 organization); even at great personal cost. Self-development includes voluntary behaviors employees engage in to improve their knowledge, skills, and abilities.

According to Armstrong (2003) organizational citizenship behaviour (OCB) that helps organizations 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 organizational citizenship behavior 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.

II. REVIEW OF LITERATURE

Fatimah and A. M. Amiraa et al (2011) studied the relationship between organizational justice, and organizational citizenship behaviour with job satisfaction among secondary school teachers in Selangor, Malaysia. The collected data were analyzed using Pearson correlation and multiple regressions. Results showed significant relationships between organizational justice and job satisfaction, organizational citizenship behaviour and job satisfaction. Organizational justice was found to have a positive significant relationship with job satisfaction where organizational citizenship behaviour acts as a moderator between the two variables. Based on results it can be concluded that there exist relationships between organizational justice and organizational citizenship behaviour with job satisfaction.

Shokrkon and A. Naami (2011) studied the relationship of job satisfaction with organizational citizenship behaviour and job performance with the sample of 400 factory workers of Ahvaz. It was hypothesized that job satisfaction is correlated positively with citizenship behaviour and job performance, and that the former correlation is higher than the latter one. The results indicated that correlation coefficients between the five components of job satisfaction and the five components of each of the two measures of organizational citizenship behaviour (OCB 1, and OCB 2) were positive and significant.

Jehad Mohammad and Mohmad Adnan Alias et al (2011) studied the two dimensions of organizational citizenship behaviour (i.e., OCBI and OCBO) and to examine how these organisational citizenship behaviors are related to the two facets of job satisfaction (intrinsic and extrinsic) with the sample of 200 academic staffs of University Kebangsaan Malaysia (UKM). Findings of this study reveal that both extrinsic and intrinsic job satisfaction are very important in predicting citizenship behaviour.

Harun Sesena & Nejat H. Basim (2012) studied the impact of job satisfaction and organizational commitment on teachers' organizational citizenship behaviour (OCB). Data were collected from 275 teachers from 10 high schools in Turkey. The schools employed nearly 1000 teachers in total. The participants were selected randomly. The results indicated that job satisfaction and commitment to the school had an impact on OCBs of the teachers and organizational commitment mediated the relation between job satisfaction and OCB.

Samanvitha Swaminathan and David Jawahar (2013) conducted a study to determine the relationship between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) among faculty in higher education institutions. Wong's Job Satisfaction and Organ's Organizational Citizenship Behavior inventories were used to assess job satisfaction and Organizational Citizenship Behavior respectively. 252 faculty members in Tamil Nadu, India participated in 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 OCB.

Ung Hee Lee et al (2013) investigated the impact of procedural justice, transformational leadership, and complexity which are directed at the organization as a whole on OCB. They also investigated 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.

III. OBJECTIVE OF THE STUDY

The present study was aimed at studying the relationship between job satisfaction and organizational citizenship behavior among the employees of select textile units in Perundurai.

IV. RESEARCH METHODOLOGY

Survey design was used for this study. This design is suitable to study the relationships between different variables. A convenience sample consisting of fifty six employees working in select textile units in Perundurai participated in the study. Structured Questionnaires were used to gather primary data. By administering questionnaires organizational citizenship behaviour and job satisfaction among the employees were assessed. The collected data was analysed with Mean, Standard Deviation, Correlation, regression and ANOVA tests.

Tools used:

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.

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 or Satisfied = 3; Satisfied = 4; Very Satisfied = 5.

V. 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	18	32.1
	30-40	10	17.9
	Above 40	28	50.0
Gender	Male	33	58.9
	Female	23	41.1
Education	Diploma	15	26.8
	Graduate	15	26.8
	Post graduate	26	46.4
Experience	Below 5 years	8	14.3
	5 – 10	19	33.9
	Above 10 years	29	51.8
Monthly income (in rupees)	Less than 15000	15	26.8
	15000 - 20000	15	26.8
	Above 20000	26	46.4

Among the 56 respondents, 28 (50.0%) belong to above 40 years age group; 33 (58.9%) are male; 26 (46.4%) are post graduates; 29 (51.8%) belong to above 10 years experience group; and 26 (46.4 %) belong to above 20000 income group.

Table 2 Showing the Mean and Standard Deviation of research variables in different age groups.

	Age	Job Satisfaction	Organisational Citizenship Behaviour
Below 30	Mean	66.50	42.17
	N	18	18
	Std. Deviation	7.374	3.618
30-40	Mean	72.90	45.30
	N	10	10

		Job Satisfaction	Organizational Citizenship Behaviour
	Std. Deviation	3.635	2.058
Above 40	Mean	72.96	45.11
	N	28	28
	Std. Deviation	4.880	1.892
Total	Mean	70.88	44.20
	N	56	56
	Std. Deviation	6.316	2.913
F - Value		7.979 (.001)	8.126 (.001)

A high level of job satisfaction (Mean = 72.96) was seen among age group above 40) and a high level of organizational citizenship behavior (Mean=45.30) was seen among the 30 - 40 age group. There was a significant difference in job satisfaction ($F=7.979$ & $p<.01$) and organizational citizenship behavior ($F=8.126$ & $p<.01$) among the respondents of various age groups.

Table 3 Showing the Mean and Standard Deviation of research variables among the male and female respondents

Gender		Job Satisfaction	Organizational Citizenship Behaviour
Male	Mean	73.15	44.88
	N	33	33
	Std. Deviation	4.353	1.996
Female	Mean	67.61	43.22
	N	23	23
	Std. Deviation	7.297	3.704
F -Value		12.649 (.001)	4.704 (.035)

A high level of job satisfaction (Mean = 73.15) and a high level of organizational citizenship behavior (Mean=44.88) was seen among the male respondents. There was a significant difference in job satisfaction ($F=12.649$ & $p<.01$) and organizational citizenship behavior ($F=4.704$ & $p<.05$) among the male and female respondents.

Table 4 Showing the Mean and Standard Deviation of research variables among the different education groups

Education		Job Satisfaction	Organisational Citizenship Behaviour
Diploma	Mean	69.20	43.47
	N	15	15
	Std. Deviation	5.506	2.475
Graduate	Mean	68.87	43.13
	N	15	15
	Std. Deviation	7.918	3.852
Post graduate	Mean	73.00	45.23
	N	26	26
	Std. Deviation	5.185	2.197
Total	Mean	70.88	44.20
	N	56	56
	Std. Deviation	6.316	2.913
F -Value		2.953 (.061)	3.376 (.042)

A high level of job satisfaction (Mean = 73.00) and a high level of organizational citizenship behavior (Mean=45.23) was seen among the post graduates. There was a significant difference in organizational citizenship behavior ($F=3.376$ & $p<.05$) among the respondents of various education groups.

Table 5 Showing the Mean and Standard Deviation of research variables in different experience groups.

Experience		Job Satisfaction	Organisational Citizenship Behaviour
Below 5	Mean	67.25	42.62
	N	8	8
	Std. Deviation	6.159	3.114
5 -10	Mean	69.16	44.32
	N	19	19
	Std. Deviation	5.540	3.110
Above 10	Mean	73.00	44.55
	N	29	29
	Std. Deviation	6.222	2.680
Total	Mean	70.88	44.20
	N	56	56
	Std. Deviation	6.316	2.913
F -Value		4.070 (.023)	1.416 (.252)

A high level of job satisfaction (Mean = 73.00) and a high level of organizational citizenship behavior (Mean=44.55) was seen among the above 10 years experience group. There was a significant difference in job satisfaction (F=4.070 & p<.05) among the respondents of various experience groups.

Table 6 Showing the Mean and Standard Deviation of research variables in different income groups.

Income		Job Satisfaction	Organisational Citizenship Behaviour
Below 15000	Mean	69.13	43.00
	N	15	15
	Std. Deviation	7.259	3.295
15000 - 20000	Mean	68.00	43.47
	N	15	15
	Std. Deviation	7.231	3.441
Above 20000	Mean	73.54	45.31
	N	26	26
	Std. Deviation	3.849	1.871
Total	Mean	70.88	44.20
	N	56	56
	Std. Deviation	6.316	2.913
F -Value		5.097 (.009)	4.026 (.024)

A high level of job satisfaction (Mean = 73.54) and a high level of organizational citizenship behavior (Mean=45.31) was seen among the above 20000 income group. There was a significant difference in job satisfaction (F=5.097 & p<.01) and organizational citizenship behavior (F=4.026 & p<.05) among the respondents of various income groups.

Table 7 showing the correlation among research variables

		Job Satisfaction	Organisational Citizenship Behaviour
Job Satisfaction	Pearson Correlation	1	.680[**]
	Sig. (2-tailed)		.000
	N	56	56
Organisational Citizenship Behaviour	Pearson Correlation		1
	Sig. (2-tailed)		
	N		56
**. Correlation is significant at the 0.01 level (2-tailed).			

There was a significant correlation (r=.680 & p<1) between organizational 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 8 showing the regression analysis with organizational citizenship behaviour as dependent variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680[a]	.463	.453	2.155
a. Predictors: (Constant), Job Satisfaction				

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	215.968	1	215.968	46.487	.000[a]
	Residual	250.872	54	4.646		
	Total	466.839	55			
a. Predictors: (Constant),), Job Satisfaction						
b. Dependent Variable: OCB						

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.960	3.274		6.708	.000
	JOBSAT	.314	.046	.680	6.818	.000
a.	Dependent Variable: OCB					

Regression analysis was conducted with Organisational citizenship behaviour as the dependent variable. The F value was 46.487 (p <.01) and significant. The R square was .463. Hence, it was concluded that 46 per cent of the variation in Organisational citizenship behaviour was explained by job satisfaction.

VI. CONCLUSION

Organizational citizenship behavior refers to 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. The present study was aimed at studying the relationship between job satisfaction and organizational citizenship behavior 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 organizational citizenship behavior and job satisfaction among the employees were assessed. The collected data was analyzed with various statistical tools. Results showed that there was a significant difference in job satisfaction and organizational citizenship behavior among the respondents of various age, gender, and income groups. There was a significant difference in organizational citizenship behavior among the respondents of various education groups. There was a significant correlation between organizational citizenship behaviour and job satisfaction. Fourty six per cent of the variation in Organisational citizenship behaviour was explained by job satisfaction.

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