



A STUDY ON IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON JOB SATISFACTION OF EMPLOYEES WORKING IN IT INDUSTRY

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Abstract

Organizational behaviors of employee have significant impact on job satisfaction. Based on the theory of organizational citizenship behavior, the authors survey based on the questionnaire in the IT industry. The authors studied the relationship between organizational citizenship behavior and organizational performance, the results show that: organizational citizenship behaviors not only affect job satisfaction but also have an impact on organisational performance. This paper helps the IT industry in identifying the factors of organisation behaviour that leads to job satisfaction of employees.

Keywords: Organisational Citizenship Behaviour, Job Satisfaction.

Introduction

OCB can be defined as defending the organization when it is criticized or urging peers to invest in the organization (Turnipseed & Rassuli, 2005), or a behavior that exceeds routine expectations (Daniels et al. 2006). OCB typically refers to behaviors that positively impact the organization or its members (Poncheri, 2006). OCB can be affected by instilling in employees a perception of expertise in their job tasks (Todd, 2003). There is persuasive evidence that OCB is an outcome consistent with a social exchange relationship (Cirka et al. 1999). Organizational concern emerged as the motive most closely related to OCB directed towards the organization (Grojean et al. 2006). OCBs yield significantly higher outcomes in the long term than in the short term for the organization (Daniels et al. 2006). The importance of OCB can be realized by the argument of Koys (2001) who suggests; Organizational citizenship behavior had an impact on profitability but not on customer satisfaction. Also (Shapiro et al. 2004) individuals engage in OCB as a form of reciprocity based on organizational treatment. The 'best' performing workers produced the strongest link between performance and functional participation, which is a helping-type (Altruism) OCB, as found by Turnipseed & Rassuli (2005). Employee attitudes were found to influence subsequent organizational citizenship. 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 (Grojean et al. 2006). Results indicate that perceptions of citizenship performance predict overall performance equally well across all task performance levels (Coole, 2003). Results from the studies of Yorges (1999) suggest, that creating a group atmosphere can have detrimental consequences, particularly regarding OCB (due to competition). Cirka et al. (1999) argue that, for employees low in value commitment, a pay-for-performance system appears to be a disincentive for engaging in OCB. To the extent organizations can manage their relationship with employees; they are more likely to engage in OCB (Shapiro et al. 2004).

Job Satisfaction

Job satisfaction measures how happy employees are with their job and working environment. In this direction a couple of findings (Chughtai & Zafar, 2006; Khalid & Ali, 2005) found that dimensions of OCB like altruism and conscientiousness may improve satisfaction of employees working in the organization. When experienced employees exhibit altruism in their behavior to help the less experienced employees about efficient ways of performing the job, it will enhance the performance of less experienced employees where as employees with conscientious behavior require less supervision and allow the manager to delegate more responsibility to them (Meyer et al., 1997; Podsakoff & Mackenzie, 1997). Due to altruism and courtesy positive interpersonal relationship will be developed among employees and they will remain satisfied in the organization. So on the basis of these above discussion positive relationship between OCB and employee's satisfaction can be predicted.

Objectives of the Study

1. To find the relationship between OCB and Job satisfaction (Counterproductive work behavior).
2. To examine the influence of OCB on job satisfaction.

Importance & Significance of Study: The overall purpose of this research is to see how OCB contains favorable behavior which can be beneficial to the organization, administration, groups and the individuals.

Hypothesis: H0: There is no significant relationship between Organizational Citizenship behavior and job satisfaction of employees working in IT industry



H1: Organizational Citizenship Behavior positively influence job satisfaction of employees working in IT industry.

Research Methodology: Research work will be done as a careful/critical inquiry in seeking facts and diligent investigation, in order to ascertain objectives. In recent time, research is often a corporate affair in as much as the complex techniques of collecting and processing of data require interdisciplinary co-operation. For the study data is collected through primary sources by using a questionnaire method.

Universe of Study: All of the reviewed literature shall focus their surveys on IT firms.

Sample Frame: The primary data is collected through structured questionnaire from 456 employees of different IT companies.

Data Analysis: In this research, an attempt is made to study the impact of organisational citizenship behaviour on job satisfaction of employees working in IT industry. For this purpose, a survey was conducted on 456 employees working in different IT companies. In the survey structured questions were asked in two parts. First part consists of factors representing organisational citizenship behaviour and second part consist of factors representing job satisfaction of employees. There respondents were asked to give responses on 5 point likert scale. The mean value and the standard deviation of the responses received on organisational citizenship behaviour is as follows:

Organisational Citizenship Behaviour

Factors	N	Mean	Std. Deviation
I help others who have heavy workloads	456	2.2500	.97609
I am always ready to lend a helping hand to those around me.	456	2.7632	.83392
I help others who have been absent.	456	1.4737	.64906
I am willing to help others who have work-related problems.	456	2.7434	.69374
I help orient new people even though it is not required	456	2.5329	.72553
I am one of the most conscientious employees	456	2.3355	1.07075
I believe in giving an honest day's work for an honest day's pay.	456	3.0658	1.01854
My attendance at work is above the norm.	456	3.8816	.34324
I do not take extra breaks.	456	4.1776	.69947
I do not take extra breaks.	456	4.1842	.69302
I am the classic "squeaky wheel" that always needs greasing	456	1.3421	.58672
I consume a lot of time complaining about trivial matters.	456	1.4408	.66696
I tend to make "Mountains out of molehills	456	2.2303	.85526
I always focus on what's wrong, rather than the positive side.	456	1.8684	.79297
I always find fault with what the organization is doing	456	2.8684	1.36688
I try to avoid creating problems for co-workers.	456	3.5461	.71565
I consider the impact of my actions on co-workers	456	4.4868	.52607
I do not abuse the rights of others.	456	4.3750	.62700
I take steps to try to prevent problems with other workers.	456	4.0592	.75506
I am mindful of how my behaviour affects other people's jobs	456	4.3158	.59026
I keep myself abreast of changes in the organization.	456	4.2039	.69224
I attend meetings that are not mandatory but are considered important.	456	4.5724	.49528
I attend functions that are not required but help the company image.	456	3.9539	.83867
I read and keep up with organization announcements, memos and so on.	456	3.5592	.90226

The above table shows that in most of the cases the respondents consider organizational citizenship behavior as most important factor that leads to job satisfaction since the mean values of most of the factors is ranging between 2.5 to 4.6.

Further, the mean values of the responses received on factors representing job satisfaction is as follows:

6.2 Job Satisfaction

Factors	N	Mean	Std. Deviation
Being able to keep busy all the time.	456	4.2368	.42561
The chance to work alone on the job.	456	3.9934	.64447
The chance to do different things from time to time.	456	4.2434	.42962
The chance to be "somebody" in the community.	456	4.4671	.49946



The way my boss handles his/her subordinates.	423	4.9007	.29941
The competence of my supervisor in making decisions.	456	3.8289	.65743
Being able to do things that don't go against my conscience.	456	3.4211	.60248
The way my job provides for steady employment.	456	4.3684	9.45110
The chance to do things for other people.	456	4.0000	.00000
The chance to tell people what to do.	456	4.4145	.70269
The chance to do something that makes use of my abilities.	456	4.8618	.38171
The way company policies are put into practice.	456	3.6382	.48106
My pay and the amount of work I do.	456	2.8026	1.08358
The chances for advancement in this job.	456	3.7697	.84752
The freedom to use my own judgment.	456	2.1447	.72997
The chance to try my own methods of doing the job.	456	2.1382	.83639
The working conditions.	456	3.7961	1.21169
The way my colleagues get along with each other.	429	3.2797	.95020
The praise I get for doing a good job.	456	3.0263	.78682
The feeling of accomplishment I get from the job.	429	3.3287	.87629

The above table shows that in most of the cases the respondents are satisfied with their job since the mean values of most of the factors is ranging between 2.5 to 4.9.

To study the relationship between organizational citizenship behaviour and job satisfaction of employees, a linear regression analysis is applied taking mean of all the factors representing job satisfaction as dependent factor and mean values of factors representing organisational citizenship behaviour as independent factor where following results were obtained:

6.3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 ^a	.680	.678	.43459

a. Predictors: (Constant), Mean OCB

From the above table the R square value is .680 and adjusted R square value is .678 and this enlighten us that the model account for 67.8% of variance in the present study. This is the clear indication that this model is a strong model. Also the R value is 0.884 which states that there is a strong relationship between job satisfactions due to organisational citizenship behaviour.

6.4 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.496	1	7.496	39.688	.000 ^b
1 Residual	85.746	454	.189		
Total	93.242	455			

a. Dependent Variable: Mean JSS

b. Predictors: (Constant), Mean OCB

From the above ANOVA table, it is inferred that the F value is 39.688 and the significance is .000. As the significance is less than .05. It clearly reveals the fact that the model which is taken for study is statistically significant. Hence the hypothesis i.e. There is insignificant relationship between organisational citizenship behaviour and job satisfaction is **rejected**.

6.5 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.755	.331		5.302	.000
Mean OCB	.655	.104	.884	6.300	.000

a. Dependent Variable: Mean JSS

The above standardized beta coefficient table give a measure of change in job satisfaction due to change in organisational citizenship behaviour. T value of OCB obtained is 6.300 and significance is 0.00 and the probability is less than .05. Thus, organisational citizenship behaviour have significant impact on job satisfaction of employees. Hence the hypothesis i.e. There is insignificant relationship between organisational citizenship behaviour and job satisfaction is **rejected** and alternate



hypothesis i.e. There is positive relationship between organisational citizenship and job satisfaction is **accepted**. Thus the linear equation is drafted as,

$$\text{Job Satisfaction} = 1.755 + 0.655 \text{ Organizational citizenship behavior}$$

Conclusions

This paper studies relationship between organizational citizenship behaviours and job satisfaction on employees working in IT industries by the method of sampling survey. Here, organizational citizen behavior is taken as explaining variables, and the job satisfaction as explained variables. It was found from the regression analysis that organizational citizenship behavior has significant and positive impact on the job satisfaction of the employees working in IT industry.

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