

A Study of Job Satisfaction as a Predictor of Organizational Citizenship Behavior

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Abstract

The purpose of this study was to analyze the contribution of job satisfaction towards predicting organizational citizenship behavior and its dimensions. This descriptive study was undertaken on a sample of 97 employees working in five 'A' class hotels in Jammu city. The results revealed that there exists a positive relationship between job satisfaction and all the dimensions of organizational citizenship behavior and the study also found that job satisfaction predicts courtesy and civic virtue more than it predicts the other dimensions of organizational citizenship behavior. These findings will be helpful for hotel management authorities to design different policies to enhance job satisfaction, which in turn will improve citizenship behavior among employees.

Keywords : altruism, civic virtue, conscientiousness, courtesy, hotel employees, job satisfaction, organizational citizenship behavior, sportsmanship

JEL Classification : J28, L83, M12, M54, O15

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Organizations in the professional world are growing at a very fast pace. The post liberalization era has witnessed the growth of the service industry in India. In last two decades, the hotel industry has become fiercely competitive. Being a service oriented sector, the hotel industry relies heavily on good behavior of its employees to provide a friendly environment and courteous services to its customers. The service providers make every effort to achieve maximum productivity and set highest standards of performance to become efficient organizations. Organizational citizenship behavior can play a considerable role in offering a high level of quality services and increasing operational efficiency (Getty & Getty, 2003).

Conceptual Framework

The topic of organizational citizenship behavior (OCB) has received a substantial amount of scholarly attention (for a review, readers and researchers can refer to : Ahmed, Rasheed, & Jehanzeb, 2012 ; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002 ; Moorman, Blakely, & Niehoof, 1998). Bateman and Organ (1983) were pioneers of the term 'organizational citizenship behavior' (OCB). Its connection could also be found in Barnard's (1938) concept of "willingness to cooperate". Katz (1964) mentioned the importance of a class of

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discretionary and spontaneous behaviors that are beyond explicit role requirements, but are essential for organizational effectiveness. Smith, Organ, and Near (1983), in an empirical research on the nature and antecedents of such behaviors, conceptualized these contributions as “organizational citizenship behavior”.

Organ (1988) defined organizational citizenship behavior 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” (p.4). Turnipseed and Rassuli (2005) described organizational citizenship behavior as an extra-role behavior such as helping other employees, teamwork with employees, approaching to workplace earlier and leaving late, disseminating positivity in the organization, and using organizational possessions with care. This category of behaviors has been known under a variety of construct names, such as pro-social organizational behavior (Brief & Motowidlo, 1986), contextual performance (Borman & Motowidlo, 1993), the good soldier syndrome (Turnipseed & Murkison, 2000), and organizational spontaneity (George & Brief, 1992).

The construct of organizational citizenship behavior, since its conception, has been considered as multidimensional. Smith, Organ, and Near (1983) first proposed two dimensions of OCB : Altruism and general compliance. Later, the dimension of general compliance was deconstructed (Organ, 1988). This deconstruction resulted in a five-factor model consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship (Organ, 1988). Organ (1988) highlighted these five specific types of discretionary behavior and described how each assists to improve the efficiency of organizations :

↳ Altruism is discretionary behavior of helping a specific other person with an organizationally relevant task and problem (e.g., helping new colleagues and freely giving time to others) (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Altruism is basically concentrating towards other individuals, but adds to group efficiency by increasing the performance of individuals (Organ, 1988).

↳ Conscientiousness is the discretionary behavior on the part of an employee that goes beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, and breaks (Podsakoff et al., 1990). Going beyond minimum expectations increases the efficiency of individual as well as of the group (Organ, 1988).

↳ Sportsmanship refers to the forbearance of doing some action such as filling petty grievances against the organization, complaining, and whining. Such behavior ensures that more time is spent on productive activities in the organization (Organ, 1988).

↳ Courtesy includes proactive gestures that are sensitive to the point of view of other job incumbents, for example, before acting, giving advance notice; and communicating apt information (Organ, 1988). Such activities facilitate in avoiding conflicts in the organization.

↳ Civic virtue refers to the behavior on the part of employees indicating that they responsibly participate in, are involved in, or are concerned about the life of the organization (e.g., attending functions that are not required, but help the organization image) (Organ, 1988). Such employees endorse the interests of the organization.

The study of five classifications of organizational citizenship behavior have been extensively used by many researchers across the world in diverse perspectives, and have been found as a valid tool for measuring organizational citizenship behavior. The present study is also based on these five dimensions of organizational citizenship behavior.

The importance of organizational citizenship behavior has been highlighted by many scholars and practitioners. First, it leads to better organizational performance and employee retention (Walz & Niehoff, 2000 ; Werner, 1994). Secondly, an innovative organizational environment, which is the need of today's organizations, to create the competitive edge, cannot be built through reliance on and compliance with written roles and behaviors. Thirdly, OCB promotes spontaneity, which is critical for the organizations to survive and thrive in today's dynamic business environment, and this brings out the importance of extra-role behavior.

Researchers have shown a host of reliable predictors of OCB. Job satisfaction has been extensively studied as a predictor of OCB (Organ & Ryan, 1995 ; Podsakoff et al., 2000 ; Schappe, 1998). Job satisfaction relates to: employees' feelings and perceptions about the job, and their experiences at work (Kim, Leong, & Lee, 2005). In simple words, job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997, p. 2). Job satisfaction comprises of an affective component (emotional state) and a non-affective or cognitive component (appraisal) (Organ & Konovsky, 1989). Affect implies the individual's immediate feeling state ; whereas, the cognitive component means that satisfaction is tied to the expectations and standards in terms of which current circumstances are being evaluated. An employee can be relatively satisfied with one facet of his or her job and dissatisfied with one or other.

Job satisfaction is considered to be a contributing factor to the physical and mental well-being of the employees; therefore, job satisfaction significantly influences the job-related behaviors such as productivity, absenteeism, turnover rates, and employee relations (Meyer & Becker, 2004) and also enhances organizational citizenship behavior (Organ & Ryan, 1995). Job satisfaction is a multi facet phenomenon influenced by autonomy, communication, salary, working environment, and organizational commitment (Lane, Esser, Holte, McCusker, 2010; Vidal, Valle, & Aragón, 2007). This study is based on the bi-dimensional concept of job satisfaction, which consists of both an intrinsic and extrinsic satisfaction (Rose, 2001). Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs. Intrinsic sources of satisfaction are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment at work, pay, promotion, job security, and so forth.

Review of Literature

Organizational citizenship behavior plays a vital role in organizational functioning (Upadhyay, 2011) and level of OCB depends upon many factors, with job satisfaction being one of them. Many studies have been conducted to study the level of job satisfaction. A study on job satisfaction among women teachers of matriculation schools in Tamil Nadu found no significant difference in the level of job satisfaction on the basis of designation, age, annual income, marital status, and total experience of the respondents (Selvakumar & Dhanalakshmi, 2012). Borah (2012) found that pay structure, transfer, facilities provided by company, leave policy, and transfer policy were the key factors affecting job satisfaction.

A large amount of research is being carried out to study the relationship between organizational citizenship behavior and job satisfaction, which gives empirical evidence that job satisfaction has a positive impact on organizational citizenship behavior (Schappe, 1998). Job satisfaction is expected to be correlated to organizational citizenship behavior for two main reasons. One is the norm of reciprocity. Employees tend to reciprocate the organization that helps them. Another reason is related to psychology: If employees experience a positive situation with their job, they tend to engage in extra role behaviors (Schnake, Cochran,

& Dumler, 1995). Parnell and Crandall (2003) observed that job satisfaction is considered as an important predictor of organizational citizenship behavior. Podsakoff et al. (2000) observed that organizational citizenship behavior is likely when workers are satisfied with their jobs and when they feel that they are being treated fairly by the organizations.

A number of studies pertaining to dimensions of organizational citizenship behavior and job satisfaction have been done. Chiboiwa, Chipunza, and Samuel (2011) tested the relationship between job satisfaction and dimensions of organizational citizenship behavior among administrative employees of five selected organizations of Zimbabwe and found that there was a weak but significantly positive relationship between job satisfaction and all dimensions of organizational citizenship behavior. Organ and Lingl (1995) and Smith et al. (1983) concluded that overall job satisfaction yielded a significant increment in the altruism dimension of organizational citizenship behavior, but not in the compliance dimension of organizational citizenship behavior. A different view was presented by Farh, Earley, and Lin (1997). Their findings showed that satisfaction did not account for unique variance either in altruism or the compliance dimensions of organizational citizenship behavior.

Mehboob and Bhutto (2012) revealed that job satisfaction was only related with courtesy and altruism dimensions of organizational citizenship behavior, while other dimensions were insignificantly related with job satisfaction. Organ and Ryan (1995) investigated the relationship between job satisfaction and organizational citizenship behavior and noted that there was a modest relationship of job satisfaction with altruism.

Objectives of the Study

The present study was undertaken after reviewing the literature available and considering the research gaps with respect to job satisfaction and organizational citizenship behavior in the hotel sector. The literature review has revealed that most of the studies pertaining to these variables have been undertaken in Western countries. So, there is a possibility of getting different results in the Indian context. As far as the impact of job satisfaction on OCB is concerned, previous studies have shown contrary results. Therefore, this study seeks to fill this research gap by laying down the following objectives:

- (1)** To study the level of job satisfaction among hotel employees on the basis of demographic variables (gender, marital status, and hierarchical status);
- (2)** To determine the level of organizational citizenship behavior exhibited by the employees of hotels on the basis of demographic variables (gender, marital status, and hierarchical status);
- (3)** To study the relationship of job satisfaction with organizational citizenship behavior and its dimensions;
- (4)** To study the influence of job satisfaction on organizational citizenship behavior and its dimensions.

Hypotheses

✎ **H1:** There is no significant difference in the level of job satisfaction among male and female hotel employees.

✎ **H2:** There is no significant difference in the level of organizational citizenship behavior among male and female hotel employees.

Table 1. Sample Distribution

S No:	Demographic Variables	No: of Respondents	% age of respondents
1	Gender		
	(a) Male	79	81.44
	(b) Female	18	18.56
2	Age (in years)		
	(a) 20-30	48	49.48
	(b) 30-40	35	36.08
	(c) 40-50	7	7.22
	(d) 50 & above	7	7.22
3	Marital Status		
	(a) Unmarried	55	56.76
	(b) Married	42	43.24
4	Educational Qualification		
	(a) Bachelor degree	28	28.86
	(b) Master Degree	22	22.68
	(c) Professional degree	22	22.68
	(d) Any other Degree	25	25.78
5	Hierarchical Level		
	(a) Managerial	26	26.81
	(b) Supervisory	32	32.98
	(c) Operational	39	40.21
6	Total Experience		
	(a) 0-2 years	19	19.59
	(b) 2-5 years	21	21.65
	(c) 5-10 years	26	26.80
	(d) 10-15 years	5	5.15
	(e) 15 years or more	26	26.80

Table 2. Mean, Standard Deviation, and Pearson's Coefficient of Correlation

Variables	Mean	Standard Deviation	Coefficient of Correlation with Job satisfaction
Organizational citizenship behavior	3.79	0.49	0.66
Altruism	4.07	0.58	0.36
Civic Virtue	3.87	0.79	0.62
Courtesy	3.97	0.73	0.54
Conscientiousness	4.1	0.71	0.42
Sportsmanship	2.94	0.78	0.39
Job satisfaction	3.76	0.78	1

Note: Level of Significance 5%

↳ **H3:** There is no significant difference in the level of job satisfaction among married and unmarried hotel employees.

Table 3. Mean, Standard Deviation, and t - value of Job Satisfaction, Organizational Citizenship Behavior, and Their Dimensions in Case of Gender and Marital Status

Criterion variable	Demographic status	N	Mean	SD	t -value	P value
Job Satisfaction	Male	79	3.71	0.74	.29	.77
	Female	18	3.65	0.94		
Organizational citizenship behavior	Male	79	3.77	0.47	0.20	.83
	Female	18	3.79	0.58		
Job Satisfaction	Married	55	3.76	0.78	.99	.35
	Unmarried	42	3.61	0.77		
Organizational citizenship behavior	Married	55	3.84	0.48	1.55	.12
	Unmarried	42	3.68	0.48		

Note: Level of Significance 5% (two-tail test) Degree of freedom = 96

- ↪ **H4:** There is no significant difference in the level of organizational citizenship behavior among married and unmarried hotel employees.
- ↪ **H5:** There is no significant difference in the levels of job satisfaction at different hierarchical positions.
- ↪ **H6:** There is no significant difference in the levels of organizational citizenship behavior at different hierarchical positions.
- ↪ **H7:** There is no relationship between job satisfaction and dimensions of organizational citizenship behavior among hotel employees.
- ↪ **H8:** Job satisfaction does not predict organizational citizenship behavior and its dimensions.

Research Methodology

Descriptive research design was used in this study. The target population was employees working in 'A Class' hotels in Jammu city during March- April 2014. A total of 120 questionnaires were distributed among employees of 'A Class' hotels, out of which 97 employees responded back (response rate = 80.83%). Data was collected by using simple random sampling technique by using a structured questionnaire employing standardized research tools. The scale used for measuring organizational citizenship behavior was a 24-item instrument developed by Podsakoff et al. (1990). This instrument is based on the model described by Organ (1988) and measures the extra behaviors not required by employee's job description. The scale used for measuring job satisfaction was a short version of Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England, and Lofquist (1967). All the items in questionnaire were rated on a 5-point Likert type scale with 1 = "Very Dissatisfied" and 5 = "Very Satisfied". Data was analyzed with the help of various statistical techniques, that is, mean, standard deviation, Pearson's coefficient of correlation, regression, t - test, and ANOVA.

Results and Discussion

The Table 1 shows the demographic profile of the respondents. Out of the 97 employees, 79 (81.44%) were men, and the remaining 18 (18.56%) were women. As far as the age group is concerned, the maximum

Table 4. One -Way ANOVA for Job Satisfaction and Organizational Citizenship Behavior on the Basis of Hierarchical Level

Criterion variable	Hierarchical status	N	Mean	SD	F -value	p - value
Job Satisfaction	Managerial	26	3.67	.86	.10	.90
	Supervisory	32	3.67	.86		
	Operational	39	3.75	.67		
Organizational citizenship behavior	Managerial	26	3.77	.46	.03	.96
	Supervisory	32	3.80	.47		
	Operational	39	3.77	.53		

Note: Level of Significance 5% (two-tail test)

Degree of freedom = 96

Table 5. Regression Analysis for Job Satisfaction as Independent Variable and Organizational Citizenship Behavior & its Dimensions as Dependent Variable

Variables	R ²	Adjusted R ²	Std. Error of Estimate
Altruism	0.13	0.11	0.54
Civic Virtue	0.39	0.38	0.62
Courtesy	0.30	0.29	0.62
Conscientiousness	0.18	0.17	0.65
Sportsmanship	0.16	0.15	0.72
Organizational citizenship behavior	0.44	0.44	0.38

Note: Level of Significance 5%

number of the respondents, that is, 48 (49.48%) respondents fell in the age group of 20-30 years, followed by 35 (36.08%) respondents, who were in the age group of 30-40 years. Out of the total respondents, 39 (40.21%) were from the operational level, 32 (40.21%) were from the supervisory level, and the remaining 26 (26.81%) were from the managerial level. Likewise, married respondents were 42 (43.24%) and unmarried were 55 (56.76%) in number.

The Table 2 depicts the mean, standard deviation, and correlation of the study variables. The mean of organizational citizenship behavior statements was analyzed dimension wise and in aggregate as well. It can be inferred from the results that the employees' organizational citizenship behavior is 3.79, altruism is 4.07, civic virtue is 3.87, courtesy is 3.97, conscientiousness is 4.1, sportsmanship is 2.94, and job satisfaction is 3.76 when measured on a 5-point scale. Among the dimensions of organizational citizenship behavior, conscientiousness (4.1) and altruism (4.07) are the highest in the hotel employees. It shows that employees had a helpful attitude towards their co-workers. The spirit of sportsmanship was the least among these employees.

As shown in the Table 2, the correlation between organizational citizenship behavior and job satisfaction is found to be 0.66, which means that there is positive and significant correlation between these two variables. All the dimensions of organizational citizenship behavior show a positive correlation with job satisfaction. The strongest correlation is found between civic virtue and job satisfaction ($r = .62$), followed by courtesy and job satisfaction ($r = .54$). The correlation between altruism and job satisfaction is found to be low at 0.36. Since all the dimensions of OCB show positive and significant correlation with job satisfaction, therefore, the null hypothesis (H7) is rejected.

The Table 3 shows that in case of job satisfaction, when gender is taken as a demographic variable, the p -value (0.77) is higher than the assumed level of significance (.05). Therefore, the null hypothesis (H1) is

accepted. Hence, there is no significant difference in the level of job satisfaction among male and female employees working in the hotel sector in the study area. The Table 3 also depicts that the p - value (0.83) is higher than the assumed level of significance (.05) in case of organizational citizenship behavior when gender is taken as a demographic variable. Therefore, the null hypothesis (H2) is accepted. Hence, there is no significant difference in the level of organizational citizenship behavior among male and female employees working in the hotel sector. When marital status is taken as a demographic variable, the p - value (0.35) is higher than the assumed level of significance (0.05) in case of job satisfaction (Table 3). Therefore, the null hypothesis (H3) is accepted. Hence, there is no significant difference in the level of job satisfaction among married and unmarried employees working in the hotel sector. In case of organizational citizenship behavior measured with respect to marital status (Table 3), the p - value (.12) is higher than the assumed level of significance (0.05). Therefore, the null hypothesis (H4) is accepted. Hence, there is no significant difference in the level of organizational citizenship behavior among married and unmarried employees working in the hotel sector.

The Table 4 shows that the p - value (0.90) is higher than the assumed level of significance (.05) in case of job satisfaction measured with respect to hierarchical status. Therefore, the null hypothesis (H5) is accepted. Hence, there is no significant difference in the level of job satisfaction among employees working at different levels. In case of organizational citizenship behavior measured with respect to hierarchical status, as shown in the Table 4, the p - value (.96) is higher than the assumed level of significance (0.05). Therefore, the null hypothesis (H6) is accepted. Hence, there is no significant difference in the level of organizational citizenship behavior among employees working at different levels in the hotel sector.

From the Table 5, it can be inferred that the independent variable - job satisfaction predicts all the dimensions of organizational citizenship behavior. Thus, the null hypothesis H8 is rejected. The R square value of 44% indicates that organizational citizenship behavior is predicted up to 44% by job satisfaction. Job satisfaction predicts civic virtue to the extent of 39%, and courtesy up to 30%, whereas the other dimensions of organizational citizenship behavior are predicted by job satisfaction to a much lesser extent.

Conclusion

The study explored the relationship between job satisfaction and organizational citizenship behavior. The findings suggest that there exists a positive relation between job satisfaction and organizational citizenship behavior. This result is in line with other research findings as obtained by : Schappe (1998), Schnake et al. (1995), Podsakoff et al. (2000), and Lapierre and Hackett (2007), who highlighted the significance of relationship between job satisfaction and organizational citizenship behavior. Bateman and Organ (1983) opined that employees tend to display organizational citizenship behaviors more, when they feel satisfied with their jobs, against support or benefit (e.g., positive work experiences) provided by their organization or colleagues. This study contradicts the findings obtained by Chen, Hui, and Seago (1998) and Moorman (1991), who found that job satisfaction is not related to organizational citizenship behavior.

The present study also investigated the relationship between job satisfaction and the five dimensions of organizational citizenship behavior and found that job satisfaction is positively related to all the dimensions of organizational citizenship behavior. Similar findings were obtained by Smith, Organ, and Near (1983), who observed a positive correlation between job satisfaction and all dimensions of organizational citizenship behavior. This study also found that civic virtue and courtesy have a high degree of positive correlation with job satisfaction, and other dimensions of organizational citizenship behavior have a weak but positive

correlation with job satisfaction. The findings revealed that there is no significant difference in the level of job satisfaction and organizational citizenship behavior with respect to gender, marital status, and hierarchical status. Furthermore, this study confirms the findings of Parnell and Crandall (2003) that job satisfaction predicts organizational citizenship behavior and contradicts the findings of Mehboob and Bhutto (2012) and Farh et al. (1997), who found that job satisfaction was not a significant predictor of organizational citizenship behavior. The study also found that job satisfaction predicts courtesy and civic virtue more than it predicts the other dimensions of organizational citizenship behavior.

Managerial Implications

Since employees' citizenship behavior contributes to organizational effectiveness, hotel managers should take the necessary steps to encourage OCB among employees. There are a lot of things that influence organizational citizenship behavior. Job satisfaction, fairness, organizational justice, organizational commitment, and the use of transformational leadership are some aspects of an organization that could influence organizational citizenship behavior in a positive way. The current study shows that job satisfaction predicts OCB to a considerable extent, which provides a valid reason for hotel managers to concentrate on enhancing the level of the job satisfaction among their employees. Organizations have to make relevant changes in their policies to enhance intrinsic as well as extrinsic satisfaction of employees. Compensation, recognition & reward system, promotions, work culture, and career advancement opportunities should be such that they reduce the level of dissatisfaction. Greater job satisfaction is likely to lead to more effective functioning of the individual and the organization as a whole.

This study shows that there are various elements which constitute OCB, and among them, sportsmanship needed to be increased among hotel employees. Organizations should work to create an environment to reduce negativity among the employees. Complaints should be heard, grievances should be handled properly, and an open & positive work culture should be developed. Managers should encourage the participation of their employees in the decision making process directly or indirectly. All these measures can encourage citizenship behavior in the organization, and will eventually increase the productivity of the employees, which will lead to the overall growth of the organization.

Limitations of the Study and Suggestions for Further Research

One limitation of the present study is the sample size. The results can further be generalized by increasing the sample size of the study. This study was conducted in a hotel sector only; so, the findings cannot be replicated to other industries. Therefore, to make comparisons, other sectors can also be considered by researchers in the future. Even in the hotel industry, the study can be replicated for other categories of Hotels. Furthermore, the role of support, justice, commitment, culture, and climate as a mediator can throw more light on the relationship between job satisfaction and organizational citizenship behavior.

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