

Job Satisfaction as Antecedent of Organizational Citizenship Behavior: An Empirical Study Among Academicians

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Abstract

Purpose: Organizational citizenship behavior is significant for enhancing organizational effectiveness. Due to the importance of employee citizenship behaviors for organizations, it is necessary to analyze the impact of the antecedents of citizenship behaviors for promoting such behaviors among employees. This research work has examined the predictive ability of the different dimensions of job satisfaction in eliciting organizational citizenship behaviors among academicians working in private arts and science colleges. The dimensions of job satisfaction taken up for analysis include – salary, **workload**, physical work environment, interpersonal relationship, leadership style and job security. The dimensions of Organizational citizenship behavior include – altruism, sportsmanship, conscientiousness, civic virtue and courtesy.

Methodology: Primary and Secondary data were used in this study. The primary data was based on the sample survey conducted among academic staff employed in private arts and science colleges. The sample size for the study is 112. Data was analyzed using Correlation and multiple regression methods using SPSS version 28.

Findings: The results have established job satisfaction as a significant predictor of the organizational citizenship behavior dimensions of sportsmanship, civic virtue and courtesy. **Workload** was found to have the strongest antecedent ability.

Practical Implication: The results of the study will help educational institutions to better manage the organizational factors that promote job satisfaction among academic staff. Satisfied staff will engage in citizenship behaviours that will strengthen the academic institution.

Originality: This research work has examined and established the predictive ability of job satisfaction in eliciting organizational citizenship behaviours among academic staff. The reciprocity norm of Social Exchange theory which advocates that satisfied employee reciprocate their satisfaction by displaying citizenship behaviour is confirmed in this work.

Keywords: *Organizational Citizenship Behaviour, Job Satisfaction, academicians.*

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1. INTRODUCTION

Employee behaviors characterized by cooperation and voluntariness as a prerequisite for achieving organizational goals were emphasized by Chestard Barnard in 1938. Later, Daniel Katz (Katz, 1964) recognized the spontaneous and innovative employee behaviors as performance measures for improving organizational effectiveness. The spontaneous, innovative and voluntary behaviors did not have a name, until (Smith et.al., 1983) coined the term “Organizational Citizenship Behavior (OCB)”. Smith et.al., used the term OCB to refer to behaviors marked by cooperation, altruism and helpfulness. Citizenship behaviors have proven to be enhancing work group performance and in increasing output levels (Podsakoff et.al., 1997).

In the era of globalization characterized by a rapidly changing business environment and disruptive technological innovations, it is difficult for organizations to keep defining employee behaviors that are organizationally required to keep pace with the changes. The need is for proactive and voluntary behaviors (citizenship behaviors) from the employees to ensure the success of the organization. Higher educational institutions must also live up to these challenges and can be successful only when the academicians engage themselves in activities that go beyond those stated by job descriptions. Teachers as disseminators of knowledge to the students must engage themselves in proactive behaviors such as crafting special modules for slow learners, designing innovative teaching methods for better delivery, continuously updating themselves which helps in bridging the industry- institution gap and volunteering for lectures and special assignments. Such behaviors benefit students and support the goals of the educational institution. Teaching faculty **is** pivotal for the success of any educational institution (Somech & Ron, 2007). To have the academicians display citizenship behaviors, the causal factors **need to** be identified and made favorable to them. One such causal factor found to be significant in promoting the display of OCB among employees is job satisfaction. The meta analytic study by (Organ & Ryan, 1995) has also proven job satisfaction as a strong predictor of OCB in comparison with other attitudinal and dispositional variables.

It has been established that attitudes determine behavior. Job satisfaction is an attitudinal component and OCB is the behavioral component. Hence job satisfaction becomes a determinant for OCB. In this study, the behavioral dimensions of OCB taken up for investigation include: altruism, courtesy, sportsmanship, conscientiousness and civic virtue. The elements of job satisfaction for analysis include: salary, workload, physical work environment, interpersonal relations, leadership style and job security. The impact of the various elements of job satisfaction on every behavioral dimension of OCB is investigated among academicians employed in private colleges. Citizenship behaviors displayed by academicians such as volunteering to adjust for the classes of the faculty on leave, sharing the workloads in times of need, updating the records and



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registers and keeping oneself abreast of the announcements in the college will build a solid academic environment.

In this study, the organizational factors that determine job satisfaction are taken up for investigation for their predictive value in promoting OCB.

1.1 NEED FOR THE STUDY

Due to the positive relation between OCB and organizational effectiveness, the study on the impact of job satisfaction on OCB can help organizations to identify the antecedent ability of the various determinants of Job satisfaction in eliciting OCB and such antecedent factors can be made favorable to the employees.

In educational institutions citizenship behaviors in the form of actively volunteering (altruism) for lecture hours in the absence of the other staff will ensure the teaching –learning process to progress without hindrance; Mutual sharing and learning from each other’s knowledge enhances the intellectual horizon; on time presence of the faculty in the classroom and adhering to rules will inspire the students to follow the same. The display of such behaviors can occur only when academicians are satisfied with their job. Job satisfaction implies happiness and enthusiasm. As happy workers are productive workers, faculty who are happy with their salary, working environment, workload, interpersonal relations, leadership style of their superiors and job security offered by the institution will engage in citizenship behaviors thereby enhancing the quality of the educational system.

1.2 SIGNIFICANCE OF THE STUDY

In the contemporary environment, the higher education sector faces stiff competition. With mushrooming of colleges all over the country, each institution strives to stay ahead of others in the sector.

Competition in the higher education sector is marked by rivalry over luring the best of students, faculty and research projects. The role of academic staff is pivotal as they are responsible for imparting the best knowledge to the students and completion of research projects. The staff can perform their tasks in a satisfactory environment and their satisfaction will lead them to display citizenship behaviors for the benefit of the teaching –learning process in higher educational institutions.

2. REVIEW OF LITERATURE

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The concept of OCB owes to the work of Daniel Katz and Dennis W Organ. Katz put forward the requirement of employee behaviors characterized by cooperation



and innovation as a prerequisite for organizational survival. Until 1983, there lacked a term which covered innovative and cooperative behaviors. The research study of (Smith et.al, 1983) is credited for coining the term “Citizenship Behaviors” that covered the following behaviors – cooperation, helpfulness, and goodwill gestures and altruism. The authors emphasized the importance of such behaviors in driving the routine organizational machinery. Citizenship behaviors were considered by them as performance measures, the display of which was not tied with the job description or organizational rewards. In 1988 it was Dennis W Organ, defined OCB as discretionary behaviors that are not recognized by the formal reward system of the organization. The above definition was redefined by Organ, 1997 due to the difference in opinion that persisted over the discretionary and non reward component in the definition. Organ, 1997 took the stand that it was not appropriate to define citizenship behaviors as discretionary (extra role behaviors) due to the lack of clarity and perceptual differences in the composition of in role and extra role behaviors. With regards the non-reward component, it was opined that citizenship behaviors that are tied to organizational effectiveness will attract the attention of managers and may attract rewards. Due to the above reasons, Organ in 1997 redefined OCB as contributions to the maintenance and enhancement of the social and psychological context that supports task performance. A vast section of the research work pertaining to OCB has used the initial definition of Organ.

JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Research works pertaining to the study of the relation between job satisfaction and OCB have concentrated on two aspects: one section of the research work is involved in identifying the predictive power of cognitive, affective and behavioral component of job satisfaction on OCB (job satisfaction being attitudinal is comprised of the cognitive, affective and behavioral component); on the other side is involved works that investigated the impact of various determinants of job satisfaction (pay, promotion, interpersonal relation, supervision, nature of work, job security, work environment) on OCB and in identifying the influential element among them.

Examination of the available literature reveals that majority of the research works that investigated the relation between job satisfaction and organizational citizenship behavior have relied upon the reciprocity rule advocated by the Social Exchange Theory.

(Williams & Anderson, 1991), examined the impact of cognitive and affective components of job satisfaction on the two dimensions of organizational citizenship behavior – OCB (O) and OCB (I) and proved the cognitive component of job satisfaction as a predictor of both the dimensions of OCB.

(Organ and Moorman, 1993) have also established that employees cognitively evaluate the determinants of job satisfaction and when the evaluation is positive,



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they reciprocate it through constructive behaviors and they have concluded that it is rational evaluation of the organizational factors which determine behavior and not the affective mood factor. The importance of cognitive evaluation of the determinants of job satisfaction as a predictor of citizenship behavior was also confirmed in the meta analytic study of (Organ & Ryan, 1995).

(Bolon, 1997) have posited that job satisfaction being an attitudinal component which reflects the employee's positive feelings towards their work, making it a predictor of OCB and his research work concluded the same.

The work of (Foote et.al 2008) held that forging a strong interpersonal relationship among team members in the workplace enhances job satisfaction in employees and the satisfied employees reciprocate by displaying cooperative and helping behavior. Higher the level of job satisfaction, the higher is the display of OCB.

According to (Nadiri & Tanova, 2010) the motivational base for OCB lies in the employees perception of organizational fairness. Employees are motivated to perform when they perceive that they are fairly rewarded for their effort. The perceived fairness enhances job satisfaction which increases the display of OCB.

Job satisfaction of employees that results from their perception of the fair treatment they receive from the organization has been proven as a strong predictor of display of OCB among teachers by (Fatima et.al 2011).

(Mohammad et.al 2011) took the view that the mutual dependency of organizations and workers on each other, makes it to hold that when organizations provide job satisfaction to employees, employees will reciprocate their satisfaction through citizenship behaviors.

The survey by (Talachi et.al 2014) has proved job satisfaction as a predictor of OCB.

In the work of (Budiman et.al 2014), the impact of various dimensions of job satisfaction (promotion, supervision, work, coworkers and pay) on OCB was analyzed and it was found that all the dimensions of job satisfaction in relation to OCB and nature of work were found to have the strongest impact.

The predictive power of job satisfaction on the following dimensions of OCB (interpersonal helping, loyalty, initiative and personal industry) was examined by (Chhabra & Mohanty, 2014) and the results supported job satisfaction in positive relation with all the dimensions.

(Mushtaq et.al 2014) have based their work on the reciprocal nature of the Social Exchange Theory and have posited that when an organization offers job satisfaction to employees, the satisfied employees will reciprocate by exhibiting OCBs.



A conducive and supportive physical, social and psychological work environment will lead to a happy and satisfied workforce and the satisfied employee reciprocates to the organization by displaying citizenship behaviors (Pitaloka & Sofia, 2014).

Job satisfaction is vital for inducing the employee to engage in work behaviors that are not organizationally rewarded was proven in the work of (Fareed et.al 2006).

Job satisfaction as a positive work attitude of employee ultimately leads to the display of citizenship behaviors was established by (NaNan et.al 2016).

The display of OCBs is a reciprocal gesture from satisfied employees for better treatment (supportive HR policies) received by them from the organization was proved by (Prasetio et.al 2017).

(Saifi et.al 2017) have premised that the emotional component of job satisfaction makes it a mediator in the relation between organizational justice and OCB. Employees perception of organizational fairness becomes a motivator for positive emotion, lending credence to job satisfaction as a mediator.

Employees job satisfaction as a result of their positive perception of organizational fairness makes them to reciprocate by display of OCBs, (Yadav & Gupta, 2017).

The conceptual analysis of (Dong & Phuong, 2018) have confirmed the reciprocal nature of Social Exchange Theory which offers the bedrock for job satisfaction and a cause for the display of OCB.

In the work of (Herminingsih & Kasuri, 2018) the relation between personality, job satisfaction and OCB has been explored. According to the authors, personality differs across individuals and job satisfaction of an employee depends upon their personality. The personality – job fit theory supports the congruence of the nature of personality with job fit, it is held that when employees personality make them fit with their jobs it provides them job satisfaction which ultimately leads to citizenship behaviors.

The existence of strong relationship between job satisfaction and organizational citizenship behaviors was confirmed by (Margahana et.al 2018).

The impact of the different dimensions of job satisfaction (work, pay, promotion, leadership, work environment and interpersonal relation) in promoting organizational citizenship behaviors was examined and all the dimensions were found to be significant in relation to OCB by (Ummah & Athambawa, 2018).

The role of perceived fairness in enhancing employees job satisfaction and the resulting satisfaction as a cause for promoting OCBs among employees was proved by (Indahyati & Sintaasih, 2019).



Leader-member exchange relation and work life balance leading to job satisfaction among employees and satisfied employees engaging in citizenship behaviors was proved by (Heriyadi et.al 2020).

The predictive power of job satisfaction with respect to organizational citizenship behavior was confirmed by (Motalebi & Marsap, 2020).

Employees satisfaction and its significant relation with OCB was supported in the work of (Sahyoni & Supartha, 2020).

The mediating role of job satisfaction in the relation between organizational culture, organizational climate, organizational politics and OCB was examined by (Soelton et.al 2020). A strong culture, climate and employee perception of organizational politics enhances job satisfaction which makes job satisfaction a mediator. The study confirmed the mediating role of job satisfaction in the relation between organizational culture and climate with OCB.

The reciprocal nature of the relation between job satisfaction and OCB was investigated by (Subardjo & Tentama, 2020). The positive relation between job satisfaction and OCB was confirmed and it was concluded that higher job satisfaction leads to higher OCB and the reverse also holds true.

3. THEORETICAL BACKGROUND

3.1 JOB SATISFACTION

Spector has defined job satisfaction as how people feel about their job and its various aspects. It is an attitude that people hold towards their jobs. It represents the positive or negative feelings that an employee has about the work. Every employee working in an organization has their own needs and aspirations and when the organization fulfills the needs, the employee feels satisfied with his/her job. The resulting satisfaction drives the employee's behavior. The behavior of the employee arising out of job satisfaction has a significant impact on the organization.

The determinants of job satisfaction are broadly classified under two heads as: organizational factors and personal factors. Organizational factors related to the company's practices include reward system, leadership style, nature of work, workload, physical work environment, participative decision making, job security, interpersonal relation. Personal factors are the traits of individual employees which comprises of status, seniority, personality traits and genetic factors.

3.2 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational citizenship behavior is defined by Organ (1988) as "discretionary



behaviors, not directly recognized by the formal reward system and in the aggregate promotes the effective functioning of the organization”. These are behaviors that are not a part of the job description and are displayed by employees out of personal choice. Such exemplary behaviors that an employee displays during the normal course of work is significant for enhancing organizational effectiveness.

Researchers have taken different stands with respect to the behavioral measures that constitute citizenship behaviors. Bateman & Organ (1983) identified the behavioral measures in terms of cooperation, altruism, compliance, punctuality, house cleaning, conscientiousness and dependability. The work of Smith et.al (1983) defined citizenship behaviors in terms of altruism and compliance. Organ (1988) defined citizenship behaviors in terms of five imensions which include the following: altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Altruism – it refers to helping or assisting other employee without expecting anything in return. Conscientiousness –refers to behavior that involves self-control and discipline. Sportsmanship – refers to exhibiting no negative behavior by the employees. Courtesy – it is polite and considerate behavior towards fellow employees. Civic virtue –refers to the positive representation of the organization to outsiders.

3.3 THEORETICAL RATIONALE FOR THE ANTECEDENT NATURE OF JOB SATISFACTION

The power of job satisfaction as a predictor of organizational citizenship behavior is justified in the reciprocity rule that governs the social exchange theory.

Social exchange theory serves as the foundation for establishing the antecedent nature of job satisfaction.

SOCIAL EXCHANGE THEORY

The employer-employee relation is based on the quid pro quo rule (giving something in exchange for receiving something). The theory that backs this rule is the social exchange theory. Social exchange theory takes the view that people tend to maximize rewards and minimize cost in any given social relationship. Intrinsic to the concept of social exchange is the reciprocity norm. People are expected to reciprocate for the benefits they have received. The basic premise of the theory is that how people feel about an interaction or relationship depends fundamentally on the outcomes that they perceive to be associated with it. More specifically the perceived costs and benefits that accompany a person’s interactions determine how he or she evaluates them. To the extent that rewards are seen as high and costs are seen as low, a person tends to feel good about the relationship and will stay in it. If the perceived costs increases or perceived benefits decrease, satisfaction with the relationship will decline and



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the person is more likely to end it. In the employer –employee relation, when the employees evaluate the organizational factors (salary, workload, work environment, job security, interpersonal relation, leadership style) as positive and feel satisfied they reciprocate the satisfaction towards the organization by displaying citizenship behaviors.

3.4 CONCEPTUAL FRAMEWORK

Though both personal and organizational factors are the determinants of job satisfaction, this research work has taken up only the organizational factors for their antecedent ability in promoting OCB among academicians. An employee’s cognitive evaluation of the organizational factors determines their job satisfaction and shapes their behaviour.

INDEPENDENT VARIABLE	DEPENDENT VARIABLE
<p data-bbox="419 771 723 804">JOB SATISFACTION</p> <ul style="list-style-type: none"> <li data-bbox="480 836 612 868">• Salary <li data-bbox="480 901 662 933">• Work load <li data-bbox="480 965 712 1062">• Physical work environment <li data-bbox="480 1095 802 1127">• Interpersonal relation <li data-bbox="480 1159 740 1192">• Leadership style <li data-bbox="480 1224 682 1256">• Job security 	<p data-bbox="1030 771 1498 804">ORGANIZATIONAL CITIZENSHIP BEHAVIOR</p> <ul style="list-style-type: none"> <li data-bbox="1091 901 1252 933">• Altruism <li data-bbox="1091 965 1331 998">• Sportsmanship <li data-bbox="1091 1030 1376 1062">• Conscientiousness <li data-bbox="1091 1095 1290 1127">• Civic virtue <li data-bbox="1091 1159 1252 1192">• Courtesy

HYPOTHESIS

H₀₁: There exists no significant relation between altruism and the dimensions of job satisfaction.

H₀₂: There exists no significant relation between sportsmanship and the dimensions of job satisfaction.

H₀₃: There exists no significant relation between conscientiousness and the dimensions of job satisfaction.

H₀₄: There exists no significant relation between civic virtue and the dimensions of job satisfaction.

H₀₅: There exists no significant relation between courtesy and the dimensions of job satisfaction.



4 RESEARCH METHODOLOGY

4.1 Research Design

The type of research used in this study is descriptive. Convenience sampling technique was employed to collect the samples. The instrument used for data collection was a well constructed questionnaire. Closed ended questionnaire was used and the measurement scale was constructed using a five point Likert rating scale. The method of data collection was through electronic administering of the questionnaire to the respondents. Questions were typed in the google form and the same was mailed to the respondents. The questionnaire was mailed to 470 respondents and 112 of them recorded their responses. The time period for the study was from January 2021 to April 2021. The collected data was statistically analyzed by using SPSS version 28.

4.2 Sample and Sampling Technique

The subjects for the present study involved teaching staff working in private arts and science colleges in the districts of Coimbatore and Tiruppur. **The Convenience** sampling technique was employed to approach the respondents and the sample size is 112.

4.3 Tools used for data analysis

The data was analysed using correlation and multiple regression methods. The hypothesis for the study was tested by the Multiple Regression method using SPSS version 28.

4.4 OCB Questionnaire

Organizational citizenship behavior was measured with five dimensions (altruism, civic virtue, sportsmanship, conscientiousness and courtesy) that involved 13 attributes. A five point Likert Rating scale was used and respondents recorded their ratings on the scale of 1 to 5. (1= never, 2 = rare, 3 = sometimes, 4 = always and 5 = often).



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Variable	Dimensions	Attributes
Organizational Citizenship Behavior	Altruism	Frequency of help offered to coworkers with heavy workload
		Frequency of help offered in the absence of coworker
		Frequency of assistance in work related matters
	Sportsmanship	Frequency of complaining trivial matters
		Frequency of finding fault with organization.
	Conscientiousness	Frequency of maintaining above the norm attendance
		Frequency of taking extra breaks
		Frequency of following company rules when nobody is watching
	Civic Virtue	Frequency in keeping abreast of changes in organization.
		Frequency of keeping up with organizational announcements.
	Courtesy	Frequency in avoidance of creating problems to coworkers
		Frequency of considering the impact of action on coworkers
		Frequency in the involvement of abuse of the rights of coworkers.

4.5 Job Satisfaction Questionnaire

The job satisfaction measures involved in this study are salary, work load, physical work environment, interpersonal relationship, leadership style and job security. A five point Likert Rating scale was used and respondents recorded their ratings on a scale of 1 to 5 that indicated their level of satisfaction with the dimensions of job satisfaction. (1= highly dissatisfied, 2 = dissatisfied, 3 = neutral, 4 = satisfied and 5 = highly satisfied).

Total Number of Respondents = 112.

4.6 Reliability test

The scales used for measuring job satisfaction and organizational citizenship behavior were tested for their reliability by Cronbach's alpha method and the Cronbach's alpha values are summarized below. The alpha values are indicative of the reliability of the scales.

	Number of items	Cronbach's alpha value
Job Satisfaction Scale	6	.976
Organizational Citizenship Behavior Scale	13	.975

5. DATA ANALYSIS AND FINDINGS

Table 1

Correlation between the dimensions of organizational citizenship behaviour and the dimensions of job satisfaction

Variables	Salary	Work load	Physical Work Environment	Interpersonal Relation	Leadership style	Job Security
Altruism	.893	.842	.898	.880	.855	.865
Sportsmanship	.868	.944	.846	.861	.921	.882
Conscientiousness	.853	.862	.868	.879	.864	.865
Civic virtue	.867	.883	.905	.910	.913	.903
Courtesy	.927	.913	.925	.920	.930	.913

From the table 1 it can be inferred that all the dimensions of job satisfaction (salary, work load, physical work environment, interpersonal relationship, leadership style and job security) are highly correlated with the all the dimensions of organizational citizenship behavior.

HYPOTHESIS TESTING USING MULTIPLE REGRESSION

H_{01} : There exists no significant relation between altruism and the dimensions of job satisfaction.

TABLE 2

Multiple Regression between altruism and the dimensions of job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error Estimate
1	.920 ^a	.847	.838	1.06546



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TABLE 3

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	-.662	.960		-.690	.492
Salary	.706	.390	.241	1.809	.073
Work load	1.176	.351	.393	3.353	.001
Physical Work Environment	1.240	.540	.401	2.298	.024
Interpersonal Relationship	.416	.421	.143	.990	.325
Leadership Style	-.662	.322	-.331	-2.054	.042
Job Security	.334	.337	.114	.993	.323

Dependent Variable: Altruism

Source: Primary Data

Tables 2 and 3 have analyzed the multiple regression between altruism and the six determinants of job satisfaction (salary, work load, physical work environment, interpersonal relationship, leadership style and job security). From table 2 it can be inferred that the R^2 value for altruism is .847, which means that the determinants of job satisfaction together account for 84.7% variation in altruism. Though the overall relation between altruism and the determinants of job satisfaction is statistically not significant as ($p > .05$), work load ($p < .05$), physical work environment ($p < .05$) and leadership style ($p < .05$) are significantly related to altruism.

H_{02} : There exists no significant relation between sportsmanship and the dimensions of job satisfaction.

TABLE 4

Multiple Regression Between sportsmanship and the dimensions of job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error Estimate
1	.959 ^a	.920	.915	.48408

TABLE 5

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	-.986	.436		-2.259	.026
Salary	.606	.177	.329	3.414	<.001
Work load	1.008	.159	.537	6.328	<.001
Physical Work Environment	-.664	.245	-.343	-2.709	.008
Interpersonal Relationship	.153	.191	.084	.802	.424
Leadership Style	.343	.146	.273	2.340	.021
Job Security	.189	.153	.103	1.237	.219

Dependent Variable: Sportsmanship

Source: Primary Data

Table 4 and 5 have analyzed the multiple regression between sportsmanship and the six determinants of job satisfaction (salary, work load, physical work environment, interpersonal relationship, leadership style and job security). From table 4 it can be inferred that the R² value for sportsmanship is .920, which means that the determinants of job satisfaction together account for 92% variation in sportsmanship. Though the overall relation between sportsmanship and the determinants of job satisfaction is statistically significant, only salary (p<.05), work load (p<.05), physical work environment (p<.05) and leadership style (p<.05) are significantly related to sportsmanship.

H₀₃: There exists no significant relation between conscientiousness and the dimensions of job satisfaction.

TABLE 6

Multiple Regression between Conscientiousness and the dimensions of job satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error Estimate
1	.912 ^a	.832	.822	.87780

TABLE 7

Coefficients



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Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	.893	.791		1.128	.262
Salary	-.011	.322	-.005	-.035	.972
Work load	1.176	.289	.500	4.070	<.001
Physical Work Environment	.401	.445	.165	.901	.370
Interpersonal Relationship	.977	.347	.426	2.818	.006
Leadership Style	-.468	.266	-.298	-1.764	.081
Job Security	.386	.277	.168	1.391	.167

Dependent Variable: Conscientiousness

Source: Primary Data

Table 6 and 7 have analyzed the multiple regression between conscientiousness and the six determinants of job satisfaction (salary, work load, physical work environment, interpersonal relationship, leadership style and job security). From table 6 it can be inferred that the R² value for conscientiousness is .832, which means that the determinants of job satisfaction together account for 83.2% variation in conscientiousness. Though the overall relation between conscientiousness and the determinants of job satisfaction is statistically non-significant as (p>.05), only work load (p<.05) and interpersonal relationship (p<.05) are significantly related to conscientiousness.

H₀₄: There exists no significant relation between civic virtue and the dimensions of job satisfaction.

TABLE 8

Multiple Regression between Civic virtue and the dimensions of Job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error Estimate
1	.942 ^a	.887	.881	.69715



TABLE 9

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	-1.359	.628		-2.163	.033
Salary	-.430	.255	-.192	-1.682	.095
Work load	.704	.230	.308	3.065	.003
Physical Work Environment	.729	.353	.310	2.066	.041
Interpersonal Relationship	.728	.275	.327	2.646	.009
Leadership Style	.061	.211	.040	.291	.772
Job Security	.412	.220	.185	1.872	.064

Dependent Variable: Civic Virtue

Source: Primary Data

Table 8 and 9 have analyzed the multiple regression between civic virtue and the six determinants of job satisfaction (salary, work load, physical work environment, interpersonal relationship, leadership style and job security). From table 8 it can be inferred that the R² value for civic virtue is .887, which means that the determinants of job satisfaction together account for 88.7% variation in civic virtue. Though the overall relation between civic virtue and the determinants of job satisfaction is statistically significant, only work load (p<.05), physical work environment (p<.05) and interpersonal relation (p<.05) are significantly related to civic virtue.

H₀₅: There exists no significant relation between courtesy and the dimensions of job satisfaction.

TABLE 10

Multiple Regression between Courtesy and the dimensions of Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error Estimate
1	.964 ^a	.930	.926	.73516



TABLE 11

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	-1.761	.663		-2.658	.009
Salary	.846	.269	.283	3.141	.002
Work load	1.077	.242	.353	4.448	<.001
Physical Work Environment	.370	.372	.118	.994	.323
Interpersonal Relationship	.410	.290	.138	1.413	.161
Leadership Style	.045	.222	.022	.204	.839
Job Security	.286	.232	.096	1.232	.221

Dependent Variable: Courtesy

Source: Primary Data

Tables 10 and 11 have analyzed the multiple regression between courtesy and the six determinants of job satisfaction (salary, workload, physical work environment, interpersonal relationship, leadership style and job security). From table 10 it can be inferred that the R^2 value for courtesy is .930, which means that the determinants of job satisfaction together account for 93% variation in courtesy. Though the overall relation between courtesy and the determinants of job satisfaction is statistically significant, only salary ($p < 0.05$) and workload ($p < 0.05$) are significantly related to courtesy.

6. CONCLUSION

The R^2 values (based on tables 2,4,6,8 and 10) reveal that job satisfaction accounts for significant variations in the OCB dimensions of altruism, sportsmanship, conscientiousness, civic virtue and courtesy. The analysis tables 3 and 7 supports the null hypothesis H_{01} and H_{03} , which means that the relation between job satisfaction and the OCB dimensions of altruism and conscientiousness are non-significant. From tables 5, 9 and 11 it can be inferred that the null hypothesis H_{02} , H_{04} and H_{05} stand rejected, which means that there exists a significant relationship between job satisfaction and the OCB dimensions of Sportsmanship, civic virtue and courtesy are significant. The antecedent ability of job satisfaction is significant towards the OCB



dimensions of sportsmanship, civic virtue and courtesy. The results from tables 3, 5, 7, 9 and 11 indicate that workload (with $p < .05$) is the only element that is significantly related to all the dimensions (altruism, sportsmanship, conscientiousness, civic virtue and courtesy) of organizational citizenship behaviors. Workload has emerged as the strongest element of job satisfaction in promoting OCB among academicians. The reason for the strong predictive value of workload can be attributed to the fact that in colleges, equal distribution of workload in terms of subjects and the number of lecture hours allocated to faculty ensures the faculty to strike a right balance between teaching, research and other services. A state of equilibrium is established among faculty which makes them contented with their job and prompts them to willingly engage in all forms of citizenship behaviors.

Job security was non-significant with all the dimensions of organizational citizenship behavior. The salary was significant with the behavioral dimensions of sportsmanship and courtesy; physical work environment was significant with the behavioral dimensions of altruism, sportsmanship and civic virtue; interpersonal relationship was significant with conscientiousness and civic virtue; leadership style was significant with altruism and sportsmanship.

7. DISCUSSION

The predictive power of job satisfaction is found to be significant with the OCB dimensions of sportsmanship, civic virtue and courtesy. Available literature has proved that the positive affect (mood) state of the individual gets reflected in the display of cooperative behaviors. Job satisfaction as an affective component becomes a cause of citizenship behaviors (Organ, 1997). The results of this study confirm with the pioneer works of (Smith et.al 1983; Organ & Ryan, 1995 & Organ, 1997) in which the researchers have concluded that job satisfaction is the strongest attitudinal component in promoting organizational citizenship behaviors. Further, OCB encompasses within its fold five different forms of behavior and it was established that the predictive power of the antecedents differed with the promotion of the five forms of behavior (Organ & Ryan, 1995). This study result is in line with Organ & Ryan, as it has been confirmed that the job satisfaction dimension of salary predicted the OCB behavioral dimensions of sportsmanship and courtesy; workload predicted all the behavioral dimensions of OCB; physical work environment predicted altruism, sportsmanship and civic virtue; interpersonal relationship predicted conscientiousness and civic virtue; leadership style predicted altruism and sportsmanship. Research works that investigated the relation between job satisfaction and organizational citizenship behavior had their base on the reciprocity rule of Social Exchange Theory. Satisfied employees reciprocate their happiness by engaging in citizenship behaviors. With job satisfaction proven as an antecedent of the various forms of citizenship behaviors, it justifies the theoretical support lent by the Social Exchange Theory.



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8. SUGGESTIONS

Based on the results, it is suggested that higher educational institutions (in private sector) must ensure the following dimensions of job satisfaction are more conducive to the faculty – salary, physical work environment, interpersonal relationship, leadership style and job security. More specifically, educational institutions must provide job satisfaction among faculty with respect to interpersonal relationship and leadership style for the following reason – when compared to other industries where an employee spends maximum time with machines and minimum time with coworkers, educational institutions are workplaces where the employee (faculty) are in continuous interaction with students and colleagues. Fructification of the continuous physical one to one interaction (academic lectures with students and academic conversation with peers) requires job satisfaction based on strong interpersonal relation and leadership. A faculty who shares a cordial relation with colleagues and who receives supportive patronage from his/her superior will strengthen the academic interaction process. Satisfied faculty will reciprocate in acts of voluntariness (ready to alter for coworkers’ class hours during their absence; handling special classes; preparing special learning modules for students).

9. LIMITATION

The study and its results are based on the response from academicians in the academic environment. Generalization of the result to employees in other sectors needs further examination. Workload has emerged as the strongest element in promoting the display of citizenship behaviors among teaching staff. This can hold good for academicians, as workload is a pivotal factor for maintaining work life balance, but the same may not hold good for other professions. The predictive ability of other dimensions of job satisfaction with respect to OCB may vary across employees in different sectors.

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