Influences of Job Satisfaction on Organisational Citizenship Behaviour in NLC Limited, Neyveli.

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Abstract: The purpose of the study to be indentified the relationship between job satisfaction among NLC executives. Organisational citizenship behaviour increasing by way job satisfaction and predictors. Organisational citizenship behaviour is a type of behaviour and benefit to organisation. It enables them to plan and execute their own activities with complete responsibility to the performance and results. Primary data was collected from NLC employees by using a questionnaire with items. Convenient sampling technique was adopted to collect the data. The sample size of the respondents is 400. The statistical tool is Descriptive test and multiple regression analysis has been used for this study. This study has also proven that there has the influences of job satisfaction on organisational citizenship behaviour

Keywords, organizational citizenship behaviour, altruism, civic virtue, conscientiousness sportsmanship, courtesy, job satisfaction

Introduction

Human resource is an essential key of successful management, because it serves as a machinery of an organization. Moreover, it leads to continuous and systematic developments of the organization including promoted the effective function and successful organization. Thus, all organizations required human or the employees that are able to perform effective cooperation. When focusing on employee behaviour that enhance and contributes organizational success, Katz identifies three basic types of employees’ behaviors that are critical for the overall effectiveness of any organization system. These three behavior patterns include people who (1) are entering and remaining with the system, (2) carrying out their role assignment in a dependable fashion and (3) creating innovation and activities that support the achievement of organizational objectives. These behaviors can be divided into 2 types. There are: “in role” behaviors and “extra-role” behaviors. Katz mentioned that extra-role behaviors are vital to organizational survival and effectiveness. Recently Organ dubbed this last type of employee behaviour that “organizational citizenship behavior” (OCB) are defined as “behaviors that is discretionary not directly or explicitly recognized by the formal reward system and that on the aggregate promotes the effective functioning of the organization.

The concept of “citizenship behaviour” is used for the first time to express extra role behaviour whose relation are examined with job satisfaction (Bateman and organ,1983). This kind of behaviour cannot be prescribed or reuired in advance for a given job (Katz and Kahn, 1966) .organ (1988) defined ocb as a type behaviour of an organisation’s employees that is aimed at promoting the effective performance of the organisation, regardless of the individual productivity objectives of each employee.

The key element of ocb are:

- A type of behaviour that goes beyond what is formally prescribed by the organisation;
- A discretionary type of behaviour;
- Behaviour not directly rewarded or recognized by the formal structure of the organisation; and
Behaviour that is very important for the company performance and operational success (Netemeyer et al., 1997)

REVIEW OF LITERATURE

Gonzales & Garazo (2006)

The paper of Gonzales & Garazo (2006) examined the structural relation between organizational service orientation, job satisfaction and organizational citizenship behavior (OCB). The result of this research shows that organizational service orientation has a significant impact on job satisfaction. Job satisfaction is also found to have a positive impact on OCB. Employees more satisfied with their work would be more likely to practice OCB.

Job satisfaction plays an important role for an employee. Employees who are not satisfied with their job would become frustrated. Dessler (2005) adds that employees with job satisfaction usually have good records for attendance, a lower rate of turnover and better job performance than employees with job dissatisfaction.

Anwar Rasheed et al., (2013) have investigated of the antecedents of organizational citizenship behaviour. Random sampling method has been used for the study. For the data collection using the “t” test, coefficient of correlation, Pearson’s Method and multiple regression analysis were executed the study. From analysis the researcher found the organisational commitment and job satisfaction positive relationship between on OCB and its predictors.

Amna arif aisha chohan (2012) have determined the relationship between job satisfaction and ocb among employee working in banking sector of Pakistan. Descriptive research has been chosen for his study. For analysis data the researcher used researcher used Pearson correlation coefficient, multiregression and ANOVA analysis the study. From the researcher found that to increase in job satisfaction will increase ocb of the employees and vice versa. This study clearly indicated that the overall job satisfaction predict the outcome or dependent variable that is ocb.

Anwar rasheed et al.,(2013) have to investigated of the antecedents of ocb. The researcher well structured questionnaire has been used. Random sampling techniques they have been chosen for the study. For data analysis the researcher used “t”test, coefficient of correlation, and multiple regression analysis. The researcher found that the positive relationship between the job satisfaction predictors of ocb.

ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND JOB SATISFACTION

Organisational citizenship behaviour

Organisational Citizenship Behaviour (OCB) is defined by Organ (1988) as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation. The discretionary behaviour is not laid down in the job description. Organ (1998)

Altruism:

Smith, Organ and Near (1983) defines altruism as “voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his/her task under unusual circumstances”. It refers to the employee helping other employees of the organization in their work.

Civic Virtue:

Deluga (1998) defines Civic Virtue as “the subordinate participation in organization political life and supporting the administrative function of the organization”. It refers to the employees’ participation in the political life of the organization like attending meetings which are not really required by the firm and thus keeping up with the changes in the organization (Organ, 1988). Graham’s findings reveal that
the subordinates should have a responsibility to be a good citizen of the organization (Graham, 1991). Researches reveal that civic virtue improves the quality of performance and aids in reducing the customer complaints (Walz & Niehoff, 1996).

**Conscientiousness:**
Conscientiousness indicates if a particular individual is organized, accountable and hard-working (May-Chiu Lo et al., 2009). Organ (1988) defined Conscientiousness as “the dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties. Literature also reveals that conscientiousness can be related to Organizational politics among employees (McCrae & Costa, 1987).

**Sportsmanship:**
Sportsmanship, as a form of citizenship behaviour, has not received much attention from the researchers (Podsakoff et al., 2000) and has been defined as "a willingness to tolerate the inevitable inconveniences and impositions of work without complaining" (Organ, 1997,). 'Good sports' are people who "maintain a positive attitude even when things do not go their way; are not offended when others do not follow their suggestions; are willing to sacrifice their personal interest for the good of the work group; and do not take the rejection of their ideas personally" (Podsakoff et al., 2000 ).

**Courtesy:**

**Job satisfaction**
Job satisfaction increases productivity, guarantees physical and mental health, raise morale, brings life satisfaction, quickly trains new job skills, and creates fewer job events. In short, job satisfaction brings various positive individual and organizational results and it helps individuals’ feelings about his interests and the organization to participate in maintaining the solidarity (Ehsani et al., 2013).

**STATEMENT OF THE PROBLEM**
Organisational citizenship behaviour and job satisfaction is very essential of the organisation. Job satisfaction brings the efficiency to the employees and they continue the work with more efficiency. The organization should provide the job satisfaction by the way of providing freedom to the employees. By the way of organisational citizenship behaviour have morale of employee, it leads the employees’ job satisfaction. The main objective of the study is to identify the influencers of job satisfaction on organisational citizenship behaviour. So the researcher want to prove is there has any relationship between job satisfaction and organisational citizenship behaviour?

**Objective of the study**
- To study the demographic characteristics of the study participants.
- To identify the relationship between organisational citizenship behaviour and job satisfaction.

**RESEARCH METHODOLOGY**
Primary data was collected from NLC employees by using a questionnaire with items. Convenient sampling technique was adopted to collect the data. The sample size of the respondents is 400. The statistical tool is Descriptive test and multiple regression analysis has been used for this study.

**MEASURES**
The organizanional citizenship behaviour scale developed by Podsakoff, MacKenze, Mooreman and Fetter (1990) based on conceptual work of Organ (1988) was used. This scale consist 24 items. This instrument is based on the five dimensions i.e., altruism, civic virtue, conscientiousness, sportsmanship, courtesy. *Job Satisfaction* was measured using 16 items Rabinanra N Kanungo (1982).
DATA ANALYSIS AND INTERPRETATION

The demographic variables like age, gender, educational qualification and marital status of the employees were included for data collection. Table 2 presents the frequency distribution of the respondents on each of the demographic variables.

Table 1: Distribution of Respondents according to their demographic variables

<table>
<thead>
<tr>
<th>SL.No.</th>
<th>Variable</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age</td>
<td>Below 30 yrs</td>
<td>39</td>
<td>9.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>31-40 yrs</td>
<td>23</td>
<td>5.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>41-50 yrs</td>
<td>92</td>
<td>23.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>51-60 yrs</td>
<td>246</td>
<td>61.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>400</td>
<td>100.0</td>
</tr>
<tr>
<td>2</td>
<td>Gender</td>
<td>Male</td>
<td>321</td>
<td>80.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>79</td>
<td>19.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>400</td>
<td>100.0</td>
</tr>
<tr>
<td>3</td>
<td>Education</td>
<td>SSLC/ITI</td>
<td>39</td>
<td>9.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Diploma</td>
<td>40</td>
<td>10.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>U.G</td>
<td>188</td>
<td>47.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>P.G</td>
<td>133</td>
<td>33.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>400</td>
<td>100.0</td>
</tr>
<tr>
<td>4</td>
<td>Marital Status</td>
<td>Single</td>
<td>58</td>
<td>14.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Married</td>
<td>342</td>
<td>85.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>400</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: primary data

INTERPRETATION

Age-wise, majority (61.05 per cent) of the respondents belong to the ‘51-60 years’ age group, followed by 23.00 per cent of them from ‘41 – 50 years’ age group, 9.08 per cent of them from ‘ below 30 years’ age group and the remaining 5.80 per cent of them belong to the ‘31-40 years’ age group. Gender-wise, majority (83.30 per cent) of them are male respondents and the remaining 19.8 per cent of them are female respondents. Educational qualification-wise, majority (47.00 per cent) of the respondents belong to the ‘Graduate’ educational qualification followed by 33.3 percent of them from ‘Post Graduate’, educational qualification followed by 10.00 percent of them from ‘Diploma’ holder, remaining 9.08 of them ‘SSLC/ITI’. Marital Status-wise, majority (85.05 per cent) of the respondents are married, remaining 14.05 percent of respondents are comes under the status single.

Table 2: Results of Multiple Regression analysis of the respondents’ factors job satisfaction and organisational citizenship behaviour and its dimensions

To know the influence of factors job satisfaction and organisational citizenship behaviour and its dimensions Multiple Regression Analysis was applied and the result is presented in Table 2.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>B</th>
<th>t-value</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>Job satisfaction</td>
<td>.011</td>
<td>.018</td>
<td>.276</td>
<td>.267</td>
<td>30.112**</td>
</tr>
<tr>
<td>Altruism</td>
<td></td>
<td>.041</td>
<td>.665</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Courtesy</td>
<td></td>
<td>.231</td>
<td>3.197</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civic Virtue</td>
<td></td>
<td>.227</td>
<td>3.778</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sportsmanship</td>
<td></td>
<td>.239</td>
<td>2.295</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conscientiousness</td>
<td></td>
<td>.213</td>
<td>3.059</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Significant 0.01 level**
Interpretation

The above table 1.2 present the result of multiple regression analysis for influence of organisational citizenship behaviour namely altruism, courtesy, civic virtue sportsmanship and conscientiousness, on the dependent variable job satisfaction of the respondents. Also it is clear that r square values were used in order to find out what percentage of total change in dependent variable was due to the independent variable dimension. ’ R²’ values is found to be 0.276 which shows that 28 percent of total variance in job satisfaction. To check whether’ R²’ is statistically significant, ANOVA is used. The multiple regression values shows that the variables statistically significantly predict the dependent variables, F(5,394) =30.112, P< .0001 .ascertained that there is a significant relationship between dependent and independent variable.

CONCLUSION

Organisational citizenship behaviour is very essential to both the organisation and the employees. The organisational citizenship behaviour is providing more benefit to both of them. Job satisfaction is good predictor on organisational citizenship behaviour. The organization has also achieving more through organisational citizenship behaviour like more productivity, profitability, less employee turnover and etc. So by the way of employee organisational citizenship behaviour both of them are equally benefited. This study has also proven that there has the influencer of job satisfaction on organisational citizenship behaviour. This is also added with the benefit and strength to organisation. They has been said job satisfaction increasing level of organisational citizenship behaviour also increases.

Bibliography


