



MENTOR | The Journal of Business Studies

JBS

Faculty of Commerce and Management, Eastern University, Sri Lanka

Explanatory power of Job Satisfaction and Organizational Commitment in Organizational Citizenship Behavior

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ABSTRACT

The role of human is vital for the endurance of any association. If that organization is belonging to the service sector, then employees hold a huge share in the achievement of the organization. The service industry is depending on humans more than manufacturing or any other industry does. It is becoming important to keep their internal customers happy to achieve successful clients outside the organization. Banks are belonging to the service industry and providing immense service to the public. This study mainly focuses on banks of Batticaloa district to explore the explanatory power of job satisfaction and organizational commitment on organizational citizenship behavior.

Organizational citizenship behavior is a person's voluntary commitment within an organization apart from particular employee's prescribed tasks. Employee who satisfied and committed can come up with positive behaviors within organization. This study aims in the Sri Lankan context to fill research gap and empirically investigate the explanatory power among variables.

Primary data collected through structured and closed ended questionnaires. The study population consists of bank employees in Manmunai North Divisional Secretariat of Batticaloa district. Structured questionnaire issued to selected samples and 83% of questionnaires were received back from respondents. Likert's Five Points Rating Scale is used to require respondents to order their answers. SPSS (19.0) Package used for analyzes the findings. Relationship among variables analyzed through Correlation Analysis and Multiple Linear Regression Analysis was employed to identify the explanatory power.

Research findings concluded that Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior are having strong, positive and significant relationship. As well 52.4% of variability in Organizational citizenship behavior is jointly explained by Job satisfaction and Organizational commitment.

The study results validate that, by improving satisfaction and commitment, banks can enhance and achieve employees' citizenship behavior. This Organizational Citizenship Behavior will shield banks from losing their employees to rivals. And also, the findings can fill the literature gap in explanatory power of job satisfaction and organizational commitment in organizational citizenship behavior in Sri Lanka, where it has not been widely investigated in the Sri Lankan context.

Keywords: Job satisfaction, Organizational commitment, Organizational Citizenship Behavior

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1. Introduction

Importance of Human Resource is undeniable in society and especially in today's competitive business world. However, every business is competing within the industry to create a strong existence. Survival of business cannot be achieved without the support of humans belongs to organizations. The growing requirement from business organizations pave the way for hold the importance of the concept 'Organizational Citizenship Behavior'.

As the concept Organizational Citizenship Behavior to be so important, it has been frequently investigated and connected with several variables such as Job satisfaction, Organizational commitment, Justice, Trait personality characteristics, Leadership supportiveness, Fairness, Role Stress, Job Rotation, Employee age, Motivational Theories, Role perception, Individual disposition and Employee morale (Dimitriades, 2007; Jahangir, Akbar, & Haq, 2004 as cited in Moorman, 1991; Smith, Near & Organ, 1983; Chein; Jain & Cooper, 2012 as cited in Bateman & Organ 1983; Morison & Robinson; Mohammad, Habib & Alias, 2011).

Job satisfaction is identified as the best predictor of the Organizational Citizenship Behavior from the past findings (Smith, Near & Organ, 1983; Chein; Jain & Cooper, 2012 as cited in Bateman & Organ 1983; Chang et al, 2009 as cited in Brown 1993). As well Organizational Commitment has more close and positive relationship with Organizational Citizenship Behavior (Ueda; Chughtai, 2008; Jahangir, Akbar, & Haq, 2004; Dimitriades, 2007; Zeinabadi, 2010; Tang, 2008). Jahangir, Akbar, & Haq (2004) founded that Organizational commitment and Job satisfaction are related to Organizational Citizenship Behavior.

Research problem

Resources are limited; with that limited and scares resources each and every organization have to achieve its success. For that they have to effectively and efficiently manage their resources. To overcome the competition and to utilize the resources in best, they have to have a good human force among the organization. Turnover of an employee is a huge loss for any organization as every organization invest more on their employees.

In today's technological platform, everything used to get managed at fingertips. Whether organizations are willing or not they have to adopt the changes in the industry, otherwise, they have the threat to evaporate. Banking is the service sector, as per the requirement of change in the society they are also in need to adapt the changes of environment. Technological development has not left the banking sector at all. Unlike the other businesses, financial institutions such as banks are facing severe competition as almost all the services provided by their competitors are similar to other banks. Every bank is trying to differentiate its banks in several ways. For that they are preparing their employees to face such situations and training them. Spending more on their own employees to make them competitive enough. They also using technological advancement as their differentiation tool.

In an industry like banking, which providing merely similar services to customers and needs to use different methods to differentiate itself to customers, the cost of losing an employee is high. If the banks came across employee turnover, especially of a key member of the bank, then how that cost can be occupied? If the key person is occupied by a competitor bank? It will definitely cause an unbearable loss to the bank. The results of Gulhayon & Indira's (2020) study show employee turnover and its notable impact on the productivity of the banking sector. Thus, retaining employees at banks is becoming more important. These circumstances increase the necessity of concepts such as Organizational Citizenship Behavior in the service industry like banking.

To sustain such experienced and high skilled employees, organizations have to ensure the positive work environment in their organizations. Conclusions of many studies state that more satisfied employees behave more committedly and perform with great effort. So, this study tends to investigate "To which extent job satisfaction and organizational commitment have effects on organizational citizenship behavior?".

Explicitly, the relationships of organizational commitment, job satisfaction and organizational citizenship behavior have not been widely investigated in the Sri Lankan context. This study particularly aims in the Sri Lankan context to fill research gap and empirically investigate the **explanatory power of job satisfaction and organizational commitment on organizational citizenship behavior**, in relation to banking sector. so that it can contribute to curriculum design development about Organizational Citizenship Behavior among employees.

Research question

What relationship Job Satisfaction and Organizational Commitment hold towards Organizational Citizenship Behavior?

To which extent Job satisfaction and Organizational commitment have explanatory power on Organizational Citizenship Behavior?

Objective of the study

- Explore the relationship among Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior
- Identify explanatory power of Job satisfaction and Organizational commitment on Organizational Citizenship Behavior.

2. Literature Review

Organizational Citizenship Behavior

Organizational Citizenship Behavior was initially introduced by Dennis Organ. The concept Organizational Citizenship Behavior is studied rapidly by people. Jha & Jha (2010) introduces that, Organizational Citizenship Behavior is characterized by discretionary efforts of the employees for the benefit of an organization without any expected rewards. This type of practice is expected by any organization in the industry because the development of organizational citizenship behavior within employees benefits the organization, especially for banks. If the employees have Organizational Citizenship Behavior, then threatening of employee loss is insignificant.

When comes to the recent years, various authors contributing to Organizational Citizenship Behavior in different ways. Organizational Citizenship Behavior can achieve increasing satisfaction, reducing absenteeism and turnover, increasing commitment and loyalty, increasing performance and retention rate, creating suitable work environments for employees and so on.

Job Satisfaction

Cranny, Smith and Stone (1992) define Job satisfaction as “an affective reaction to one’s job, resulting from the incumbent’s comparison of actual outcomes with those that are desired”. In simple terms, job satisfaction is “how much an individual happy with his job”. The complete responsibility of the organization is to make the employees sense satisfied and happy. If the employee is happy then he /she will make happy customers in turn. In the banks, the one going to perform or deal with the customer directly is employees so, satisfied employees will perform their best.

In the past, many researches use job satisfaction as influencing factor to variables such as productivity, performance, loyalty, motivation, commitment, absenteeism, turnover etc (Aziri, 2012; Saravani & Abbasi, 2013). Job satisfaction can add numerous advantages towards the organization. Especially in controlling the negative practices from behaviors from employees.

Organizational Commitment

Organizational commitment’s importance cannot be denied in organization and its behavior. Al-Aameri (2000) states it as “degree to which an employee is loyal to their organization”. Loyal employees are asset for organization. Organizational commitment increases the performance and productivity of employees; whereas, lowers the turnover and absenteeism in organizations. (Nafei, 2014 as cited in Morhead & Griffin, 1998 and Moghimi, 2001). This imports enormous positive practices into the organization.

Relationship of Job Satisfaction and Organizational Commitment with Organizational Citizenship Behavior

Many researchers study the relationship with Organizational Citizenship Behavior to Job satisfaction and Organizational Commitment. Most of the literature finding support to the positive influence over Organizational citizenship behavior. In 1983, Smith, Near and Organ linked satisfaction and commitment with organizational citizenship behavior. In 2010, Zeinabadia shows many evidences that job satisfaction positively related to Organizational citizenship behavior in her study ‘Job satisfaction and organizational commitment as antecedents of Organizational Citizenship Behavior (OCB) of teachers’. Study of Cheah Yeh Ying et al. (2016), found that “both job satisfaction and organizational commitment were positively related to OCBs”.

Musingudin, Makruf Akbar and Netti Karnati (2017), Found direct and positive effect of Job satisfaction and Organizational commitment with OCB. Study of Meiske Claudia (2018) founds along with organizational justice Job satisfaction and Organizational commitment significantly influences OCB. Further In 2020, Study results of Massoudi, A., Jameel, A., & Ahmad, A. R. (2020) was indicated that organizational commitment has an encouraging and noteworthy influence on OCB and Job satisfaction has positive influence on OCB. M. Shofiyuddin et al’s (2021) study results proven that transformational leadership, Organizational commitment and job satisfaction have positive and significant effects on organizational citizenship behavior.

So, the study is trying to connect job satisfaction and organizational commitment with organizational citizenship behavior.

Conceptual Model

As per Conceptual model, Job Satisfaction and Organizational Commitment are independent variables and Organizational Citizenship Behavior is dependent variable. This study is focusing to explore the explanatory power of job satisfaction and organizational commitment on Organizational citizenship behavior.

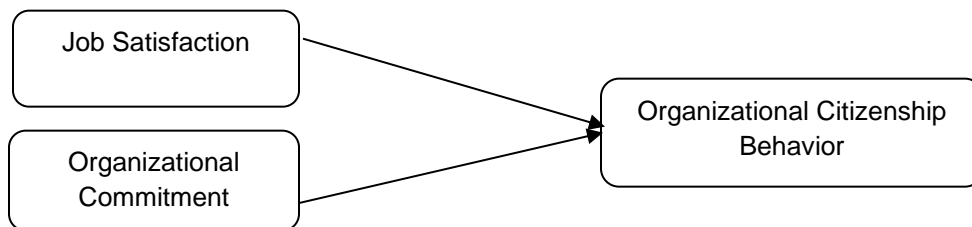


Figure: 3.1. Conceptual framework
 (Source: Developed for study)

3. Methodology

This study uses both Primary and Secondary data to obtain the information. Primary data collected through Structured questionnaires with closed statements. Study considers Bank employees of both Public and

Private banks of Batticaloa District. Sample Population is 247. On which for the data collection process 200 questionnaires were distributed and 166 duly filled questionnaires received back. The geographical boundary for the research study is Manmunai North Divisional Secretary area of Batticaloa District. Collected data measured with ordinal measures called Likert’s Five Points Rating Scale and the data analysis was done by using the SPSS (19.0) package. Correlation Analysis was used to explore the relationship and Multiple Linear Regression Analysis was employed to identify the explanatory power of Job satisfaction and Organizational commitment on Organizational citizenship behavior of banks.

Data Analysis

Results of respondents’ demographic variables are shown in Table 1. Descriptive statistical analysis was used to find results.

Table 1: Summary of Demographic information

Demographic Profile		Frequencies	Percentages (%)
Civil Status	Single	103	62.0
	Married	63	38.0
Gender	Male	97	58.4
	Female	69	41.6
Educational Qualification	Up to A/L	107	64.5
	Graduate	38	22.9
	Master Degree	7	4.2
	Professional/ Other	14	8.4
Working experience	Less than 2 years	37	22.3
	2 – 4 years	46	27.7
	5 – 7 years	49	29.5
	8 – 10 years	13	7.8
	Over 10 years	21	12.3

(Source: Developed for this study)

According to the demographic results of Table 1, majority of the respondents were male, about 62% of them are single; 107 of them were with A/L Qualification and more than 75% of the sample has more than 2 years of experience in the field.

Reliability analysis

The Reliability of an instrument was measured using cronbach’s alpha test. It indicates how well the items in a set are positively correlated to one another. Cronbach’s alpha is computed in terms of average inter correlations among the items measuring the concept. The closer cronbach’s alpha is to 1, the higher the internal consistency reliability. In general, reliabilities less than 0.60 are considered to be poor, those in the 0.70 range is acceptable, and those over 0.80 good.

Table 2: Reliability analysis

Variables	Cronbach's alpha
Job satisfaction	0.811
Organizational commitment	0.885
Organizational citizenship behavior	0.780

(Source: Survey data)

Therefore, all items considered in this study are to be reliable, which suggest that the internal reliability of the instrument was satisfactory.

4. Results

Relationship among Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior.

Table 3: Correlations

		Job satisfaction	Organizational commitment	OCB
Job satisfaction	Pearson Correlation	1	.677**	.570**
	Sig. (2-tailed)		.000	.000
	N	166	166	166
Organizational commitment	Pearson Correlation	.677**	1	.715**
	Sig. (2-tailed)	.000		.000
	N	166	166	166
OCB	Pearson Correlation	.570**	.715**	1
	Sig. (2-tailed)	.000	.000	
	N	166	166	166

** Correlation is significant at the 0.01 level (2-tailed).
(Source: Survey Data)

Pearson Correlation Analysis was used to identify the relationship between the variables. The coefficient of correlation (r) of 'Job satisfaction and Organizational citizenship behavior' is 0.570 and 'Organizational commitment and Organizational citizenship behavior' is 0.715 with significant at 0.000 level. As p-value is less than 0.01, it indicates correlations were significant. In addition to that "R" is positive and in the range of 0.51 – 0.80. It concludes that, there is strong positive relationship between 'Job satisfaction and Organizational citizenship behavior' as well 'Organizational commitment and Organizational citizenship behavior'.

Explanatory power of Job satisfaction and Organizational commitment on Organizational citizenship behavior

Table 4: Explanatory power

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.524	.519	.250

Predictors: (Constant), Job satisfaction, Organizational commitment

(Source: Survey Data)

The model summary of Multiple Linear Regression shows correlation coefficient between Job satisfaction, Organizational commitment and Organizational citizenship behavior is (R) 0.724. It means there is strong positive correlation between independent variables and dependent variables. R square is 0.524; therefore, it can conclude that 52.4% of variability in Organizational citizenship behavior is accounted by combination of Job satisfaction and Organizational commitment. In other words, 47.6% of variance of Organizational citizenship behavior was affected by other variables.

Table 5: ANOVA of Explanatory power

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.224	2	5.612	89.859	.000 ^a
	Residual	10.180	163	.062		
	Total	21.404	165			

a. Predictors: (Constant), Job satisfaction, Organizational commitment

b. Dependent Variable: OCB

(Source: Survey Data)

Here the p- value (0.000) is smaller compared to chosen alpha level (0.05). So it can conclude that Job satisfaction and Organizational commitment jointly explain variations in Organizational citizenship behavior.

Table 6: Coefficient of Explanatory power

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.699	.170		9.967	.000
	Organizational commitment	.419	.051	.607	8.262	.000
	Job satisfaction	.113	.052	.159	2.169	.032

a. Dependent Variable: OCB

(Source: Survey Data)

Coefficient result shows a significant positive influence of Job satisfaction (0.03) and Organizational commitment (0.00) on Organizational citizenship behavior. Therefore, it can be said Job satisfaction and Organizational commitment can predict and have impact on Organizational citizenship behavior. The β -coefficient for Job satisfaction is 0.113 and Organizational commitment is 0.419. It shows that every unit of increase in Job satisfaction increases Organizational citizenship behavior by 0.113 and Organizational commitment increases Organizational citizenship behavior by 0.419.

Therefore, the regression equation model is as follows:

$$\text{Organizational citizenship behavior} = 1.699 + 0.419 (\text{Organizational commitment}) + 0.113 (\text{Job satisfaction})$$

5. Conclusion and Recommendation

From the data analysis, research findings concluded that relationships among Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior are strong, positive and significant. As well 52.4% of variability in Organizational citizenship behavior is jointly explained by Job satisfaction and Organizational commitment. It appears that any changes in Job satisfaction and Organizational commitment of employees will affect Organizational citizenship behavior. Based on the results, a unit increase in Job satisfaction and Organizational commitment will lead to 0.113 and 0.419 increase in Organizational citizenship behavior respectively.

However, Job satisfaction and Organizational commitment have positive correlation and are statistically significant. It appears that any changes in Job satisfaction and Organizational commitment of employees will affect Organizational citizenship behavior. Current research results are consistent with the previous research studies of Zeinabadia (2010); Cheah Yeh Ying et al. (2016); Musringudin, Makruf Akbar and Netti Karnati (2017); Meiske Claudia (2018); Massoudi, A., Jameel, A., & Ahmad, A. R. (2020); M. Shofiyuddin et al's (2021). Those were found positive and significant effects of job satisfaction and organizational commitment on organizational citizenship behavior.

As more than 52% of Organizational Citizenship Behavior explains by Job Satisfaction and Organizational Commitment managers can put their more concentration over these two variables to improve the Organizational Citizenship Behavior. These results display several implications for bank managers. Banks have highly competitive environment as they are providing mostly similar services to customers. As a service organization their human force is very vital for any banks. To retain the bank employees within their bank, managers can practice organizational citizenship behavior as a technique.

Adopting Organizational Citizenship Behavior can be a better solution to overcome negative behaviors such as employee turnover, absenteeism, etc. But that cannot be achieved without providing them with a comfortable environment for employees to perform their duties. As Job satisfaction and Organizational Commitment plays more than 50% of the role in explaining Organizational Citizenship Behavior among bank

employees in Batticaloa. It is crystal clear that Satisfied and committed employee can demonstrate their positive work behaviors and loyalty towards to their banks and it can be a big support for the bank with the achievement of employees' Organizational Citizenship Behavior.

So, bank managers can concentrate more on increasing job satisfaction and organizational commitment to retain staff in organization by providing supportive, comfortable and stress-free work environment. Through that managers can encourage staff to express their citizenship behaviors towards their respective banks.

However, about 47% of Organizational Citizenship Behavior is determined by some other variables. So, identifying those and taking them into account along with Job Satisfaction and Organizational Commitment will be more helpful in improving the Citizenship Behavior of employees at banks. Since the study concentrated in banks of Batticaloa district, it is possible to expand the scope to other regions and sectors with larger samples.

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