

# A study on the influence of Job Satisfaction on Organizational Citizenship Behavior: With special reference to CBSE school teachers in Kerala

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## Abstract

The success of any institution significantly depends on those employees who are willing to go the “extra mile” for the benefit of the organisation. This is especially true in the case of educational institutions whose reputation depends mostly on the dedication of their faculty members towards student development. These ‘extra’ work-related behaviours, which are further than those prescribed by job descriptions and measured using formal evaluations, are labelled Organizational Citizenship Behaviours, or OCB. There is a dearth of studies conducted on the existence of OCB and the impact of job satisfaction on OCB in educational institutes. Hence, identifying this gap, this study analyses the influence of Job Satisfaction on Organisational Citizenship Behaviour (OCB). The study was conducted amongst 150 CBSE school teachers of Kerala selected using multistage sampling. The responses were collected using google forms. After testing for the reliability of the questionnaire and normality of the data, the effect of job satisfaction on the five dimensions of OCB, namely Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue were examined using regression analysis. The results revealed that Job Satisfaction significantly influences all the dimensions of OCB. The study helps school managements to understand the significance of treating their staff members fairly and favourably to raise their Job satisfaction levels so that they engage in OCB.

**Keywords:** Altruism, Civic virtue, Conscientiousness, Courtesy, Job Satisfaction, Organisational Citizenship Behaviour, Sportsmanship.

## INTRODUCTION

The success of any institution significantly depends on those employees who are willing to go the “extra mile” for the benefit of the organisation. This is especially true in the case of educational institutions whose reputation depends mostly on the dedication of their faculty members towards student development. These ‘extra’ work-related behaviours, which are further than those prescribed by job descriptions and measured using formal

evaluations, are labelled Organizational Citizenship Behaviours, or OCB. This behaviour has been consistently believed to be influenced by Job Satisfaction of employees (Ilies et al., 2006; Podsakoff et al., 2000).

The global pandemic of COVID-19 has forced educational institutions to make unprecedented changes (Rapanta et al., 2020). Schools, Colleges, Universities and other educational institutions were forced to make transformational changes from traditional

teaching methods to new ways of learning and instruction. These institutions were forced to provide online classes to their students. This new setting has however created various challenges to staff and faculty members of educational institutions. They have to embrace this new pedagogy of teaching with little or no training and experience (Toquero, 2020). With these new job demands, the job stress of these teachers is likely to increase and this may affect their job performance (Li, et. al., 2020) and their job satisfaction levels (Halkos and Bousinakis, 2010). The concept of OCB gains importance here as this unprecedented change requires the teachers to rise above their personal limitations and perform their responsibilities. According to Weiss and Adler (1990), OCB is the behaviour that is demonstrated in “weak” situations that lack external incentives such as the present situation. Studies during the COVID pandemic have suggested that higher performance can be expected from employees who demonstrate higher OCB (Alshaaban, et. al. 2021). It also helps the organisation to survive and grow as OCB helps the employees to adapt and innovate (Graham, 1986; Katz, 1964). Though OCB is less likely to be affected by technological changes or personal competencies, this needs to be tested in the present backdrop. Research on OCB amongst CBSE board school teachers during this pandemic is lacking. Therefore, this study tries to understand the impact of the job satisfaction on OCB in such institutions in the state of Kerala. Job satisfaction has consistently been identified as one of the strongest predictors of OCB. Since other measures such as organisational commitment and perceived fairness correlate roughly at the same level as satisfaction (Organ & Ryan, 1995), a study on the effect of Job Satisfaction on OCB can be considered a window to understanding other variables too.

### **Literature review and hypothesis formation**

Organizational Citizenship Behaviours, or OCB refers to the work behaviour that is above the job-roles and responsibilities, and “that is

discretionary, and not directly or explicitly acknowledged by the formal reward system” (Organ, 1988, p.4). However, such behaviours “cumulatively promote the effective functioning of the organization” (Organ, 1988, Bateman & Organ, 1983; Smith, Organ, & Near, 1983). OCB can also be defined as the “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997, p. 95). Though some studies (e.g. Rioux and Penner, 2001) assume that OCB is a reaction to a favourable treatment of employees by firms, while others (e.g. Penner et. al., 1997) consider OCB as an effort to satisfy basic human needs and as part of one’s internal motivation. OCB is positively related to profitability, productivity, product quality, and efficiency. (Dunlop & Lee, 2004; Podsakoff, & Blume, 2009). OCB also reduces employee turnover (X.-P. Chen, 2005; X.-P. Chen et al., 1998). Other studies prove that OCB helps to increase organizational effectiveness, customer satisfaction and group (Podsakoff et. al., 1997; Walz & Niehoff, 2000; Yen and Niehoff, 2004). Thus, the existence of employees that exhibit a high degree of OCB is indispensable for the success of an organisation and its people.

Organ (1988) conceptualised OCB as having five-dimensions, consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Altruism captures behaviour that is directly and intentionally aimed at helping a specific person in face-to-face situations (e.g., orienting new people, assisting someone with a heavy workload) (Smith, Organ, & Near, 1983). Conscientiousness represents impersonal behaviours such as compliance with norms that defines a good worker (e.g., being punctual, working without deserved breaks, not spending time in idle conversation). Sportsmanship is defined “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining.” Organ (1990b, p. 96). Courtesy is “helping others by taking steps to prevent the creation of problems for co-workers” (Organ, 1990b, p.96). Civic Virtue represents a macro-level interest in, or commitment to, the organization as a whole.

This is shown by a willingness to participate actively in its governance (e.g., attend meetings, engage in policy debates, express one's opinion about what strategy the organization ought to follow, etc.); to monitor its environment for threats and opportunities (e.g., keep up with changes in the industry

that might affect the organization); and to look out for its best interests (e.g., reporting fire hazards or suspicious activities, locking doors, etc.), even at great personal cost.

Job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1993, p. 1300). Thus, Job Satisfaction is as an individual's attitude toward his job (Brayfield and Rothe, 1951). Work Many studies have established the positive effect Job Satisfaction has on OCB either directly (Bragger, et. al., 2005; Murphy, et. al., 2002) or indirectly through mediators (Chiang & Hsieh (2012) Jung & Yoon 2015; Foote & Li-Ping Tang, 2008), Salehi, M., & Gholtash, A., 2011). Given the sudden change in teaching methods during the COVID pandemic, the change in the dynamic of Job satisfaction and dimensions of OCB need to be examined again. This is analysed using the conceptual diagram in figure 1 and by testing the following hypotheses:

H1: There is a significant relationship between Job Satisfaction and altruism dimension of Organizational Citizenship Behaviour of the teachers of different CBSE schools in Kerala.

H2: There is a significant relationship between Job Satisfaction and courtesy dimension of Organizational Citizenship Behaviour of the teachers of different CBSE schools in Kerala.

H3: There is a significant relationship between Job Satisfaction and conscientiousness dimension of Organizational Citizenship Behaviour of the teachers of different CBSE schools in Kerala.

H4: There is a significant relationship between Job Satisfaction and civic virtue dimension of Organizational Citizenship Behaviour of the teachers of different CBSE schools in Kerala.

H5: There is a significant relationship between Job Satisfaction and sportsmanship dimension of Organizational Citizenship Behaviour of the teachers of different CBSE schools in Kerala.

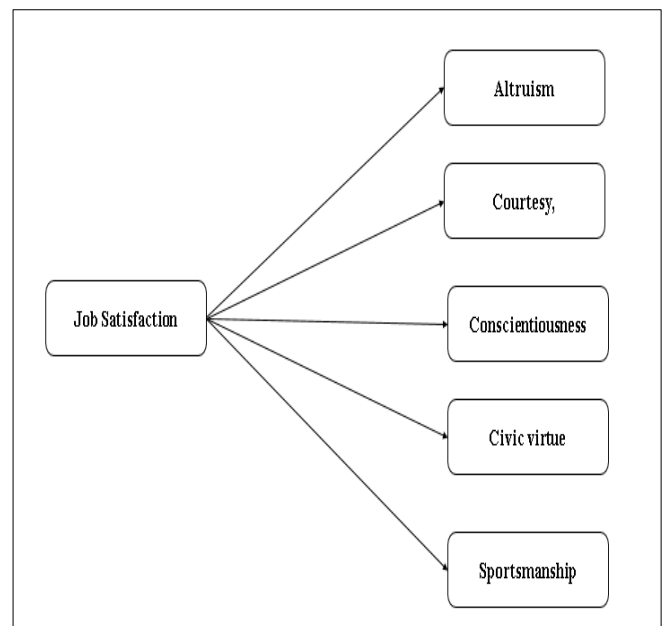


Figure 1: *Conceptual Framework*

## Methodology

### Sampling Technique

Participants include 150 CBSE school teachers of Kerala. The schools for the study were selected using multistage sampling method. The questionnaire (Google forms) were distributed electronically through the respective teachers WhatsApp communities for the selected school.

### Measures

The dependent variable, Organizational Citizenship Behavior, was measured using the scale developed by Podsakoff, MacKenzie, Moorman and Fetter (1990). This scales measure the five dimensions of OCB -Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue- with 24 items. A five-point scale Likert scale was used.

The independent variable, Job satisfaction was assessed using the scale for Global Measure of Job Satisfaction which is developed by

Brayfield and Rothe (1951). This scale consists of 18

items, measured using a 5- point Likert scale ranging from strongly agree, to strongly disagree which are scored 1 to 5. The maximum possible score for a respondent was 90 and the minimum of 18. The higher scores on the scale indicate higher job satisfaction while lower scores indicate lower job satisfaction

The reliability of the scales was assessed using Cronbach’s alpha and were found to be satisfactory (Table 1).

Table 1: *Reliability of Instrument*

Variable	No. of Items	Cronbach’s Alpha
Altruism	5	0.83
Conscientiousness	3	0.89
Sportsmanship	4	0.80
Courtesy	5	0.91
Civic Virtue	4	0.90
Job Satisfaction	11	0.804

**Results and findings**

Descriptive statistics

Table 2 gives the means, standard deviations and correlation of the variables under study. the mean score of the dimensions of OCB varies between 4.02 and 4.34. These variable shows a correlation of above 0.32.

Table 2: *Descriptive Statistics of the variables*

Variable	Minimum	Maximum	Mean	Standard Deviation	Correlation			
					1	2	3	4
Altruism	1	5	4.01	0.806				
Conscientiousness	2	5	4.34	0.726	0.358*			
Sportsmanship	1	5	4.05	0.949	0.502*	0.351*		
Courtesy	1	5	4.02	0.958	0.571*	0.366*	0.342*	
Civic Virtue	1	5	4.14	0.899	0.442*	0.456*	0.467*	0.324*

\*p<0.01

Hypothesis Testing

The hypothesis H1 to H5 were tested using linear regression model (Table 3)

Table 3: *Regression analysis to test Hypothesis*

Independent Variable	Dependent Variable	R	R <sup>2</sup>	Un standardized Coefficient		Standardised Coefficient	t-value	Sig.
				β	SE	β		
<i>Job Satisfaction</i>	Altruism	.734	.54	0.40	0.094	0.398	4.778	0.002
	Conscientiousness	.756	.57	0.42	0.182	0.417	5.347	0.000
	Sportsmanship	.698	.49	0.36	0.061	0.345	3.642	0.012
	Courtesy	.745	.56	0.46	0.057	0.499	4.809	0.000
	Civic Virtue	.788	.62	0.51	0.283	0.501	5.376	0.000

Simple linear regression was carried out to investigate the relationship between Job Satisfaction and Altruism. The correlation matrix (Table 3) showed that there was a strong positive linear relationship between the two, with a Pearson’s correlation coefficient of 0.74. Simple linear regression showed a significant relationship between Job Satisfaction and Altruism (p < 0.001). The R2 value was 0.54 so 54% of the variation in Altruism can be explained by the model containing only Job Satisfaction. Thus, Job satisfaction significantly

influence Altruism dimension of OCB. H1 is accepted. Thus, we can infer that there is a significant relationship between Job Satisfaction and altruism dimension of Organizational Citizenship Behaviour of the teachers of different CBSE schools in Kerala

As shown in Table 3, H2 is also supported. The findings showed a significant effect of Job Satisfaction on the courtesy dimension of Organizational Citizenship Behaviour (β = 0.499, p < 0.000). Table 3 also indicates that R2 = 0.56, which indicates that 56 % of the

change in courtesy can be explained by Job Satisfaction. Therefore, we can conclude that there is a significant relationship between Job Satisfaction and courtesy dimension of Organizational Citizenship Behaviour of the teachers of different CBSE schools in Kerala.

Similarly, Table 3 also reveals a significant relationship between Job Satisfaction and conscientiousness dimension of Organizational Citizenship Behaviour ( $\beta = 0.417$ ,  $p < 0.000$ ,  $R^2 = 0.57$ ), civic virtue dimension of Organizational Citizenship Behaviour ( $\beta = 0.501$ ,  $p < 0.000$ ,  $R^2 = 0.62$ ) and sportsmanship dimension of Organizational Citizenship Behaviour ( $\beta = 0.345$ ,  $p < 0.012$ ,  $R^2 = 0.49$ ), of the teachers of different CBSE schools in Kerala.

## Conclusion

The purpose of this study was to determine the role of Job satisfaction in predicting dimensions of Organizational Citizenship Behaviour. The results showed a significant positive relationship between the Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue dimensions of Organizational Citizenship Behaviour. Thus Satisfaction in one's Job prompts the employees to demonstrate citizenship behaviors. In other words, one of the ways in which Job Satisfaction is expressed in the workplace is through the demonstration of citizenship behaviors. Thus, OCB is a behavioral manifestation of Job Satisfaction. OCB is likely to be highest in organizations where Job Satisfaction is prevalent. Thus school management and immediate supervisors should treat faculty members with courtesy, dignity, and respect, as these positively affect job satisfaction. They should work to increase the fairness of their interactions with faculty.

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