

Impact of dimensions of Organizational Citizenship Behaviour on Job Satisfaction in Information Technology sector



Mitali Das Mohapatra, Ipseeta Satpathy, B.C.M Patnaik

Abstract: *This present research has been done to measure the influence of Organizational Citizenship Behaviour (OCB) on the job satisfaction level for the professionals employed in Information Technology (IT) sector. OCB refers to the extra role behaviour exhibited by the employees which is not prescribed or it is beyond their contractual tasks. 240 valid responses were obtained from the employees working in an IT company in Bangalore. From the literature review two new categories of OCB were identified as employee sustainability and voice behaviour. Each dimension was studied thoroughly and correlation was done to find out the interrelation between these dimensions of OCB and job contentedness. Linear regression was applied to predict the values of one or more independent variables for the dependant variable. The results of the research indicated there is strong correlation between various categories of OCB and job satisfaction and further OCB and job satisfaction are statistically significant with each other. The results of descriptive analysis reveals “praising other employees work when they are successful” as the most important factor with the highest mean value. Gender and age did not have a positive association with OCB. The findings give an insight into the importance of OCB behaviours at workplace for every organization and implementation of these extra-role behaviours help in improving the work life balance of the employees and enhance in creating a tending environment for learning and growth.*

Keywords: *Organization Citizenship Behaviour, Job satisfaction, IT professionals.*

I. INTRODUCTION TO THE CONCEPT

In the modern era, the concept of OCB has gained a lot of importance as they promote efficiency in organizational functioning. Employers across the globe are working hard to keep their employees motivated and satisfied. Organizations are working on improving the environment culture, providing with flexible work shifts, treating their employees respectfully, paying adequately for the rigorous work etc. Employees who are contented with their jobs have a positive motivation and are highly committed towards their organization.

These employees are acknowledged as the most precious assets of the company. Survival and sustainable growth depends on the employees who engage themselves in the duties which are beyond their job description. Such employees always look forward for the well-being and development of the organization and such behaviours are termed as Organization citizenship behaviour.

A. Organization Citizenship Behaviour (OCB) – The behaviourist theory suggest that the behaviour exhibited in a social environment is usually observed and copied. If the behaviour learnt is rewarded it is repeated (Munn, 1961; Papalia & Olds, 1988). The concept of OCB is a very important factor which contributes to the existence of an organization. OCB refers to any activity in the organization that the employees choose to do spontaneously and which often lies beyond the contractual obligations. OCB refers to organization Citizenship behaviour which is a voluntary behaviour exhibited by the employees which are not included in the day-to-day tasks of an employee. However such actions manifest to improve the roles and tasks of the organization (Zakiani, 2008). It is a discretionary behaviour which is aimed at the individuals as well as at the organizational level for the welfare and well-being of the organization (Organ, 1988) The extra role behaviour are very important from managerial point of view as employees who exhibit OCB are the valued employees of the organization and it helps in increasing organizational effectiveness. Some of the examples of OCB include helping the new comers in the organization with their new roles and responsibilities, helping a colleague to meet his deadlines, offering help to others who are facing issues in their work etc.

B. Job Satisfaction:

It refers to the positive contentment by an individual achieved from the work done or from the experience of the job (Locke, 1976). It is an attitude towards one’s work. The characteristics which contribute to job satisfaction are nature of the work, promotion, flexibility, relationship with co-workers, supervision, creativity in the job etc. (Smith & Kendall, 1969) every organization aims at keeping their employees satisfied. Employees who have high satisfaction levels in their jobs are more productive, the intention to leave their job is the least, absenteeism is minimized and they exhibit high commitment for the organization (Lease, 1998) Satisfied employees help to reduce the turnover and labour cost (Carpitella, 2003)

Job satisfaction is the most important construct in organization behaviour studies which is closely associated with employee productivity and their outcomes such as employee commitment, work life balances, job creativity, OCB etc.(Cohrs, Kampfe & Riemann,2012).

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There are 3 elements of job satisfaction. They are social satisfaction, extrinsic and intrinsic satisfaction. Social satisfaction refers to contentedness out of social relationships in the work places like friendships, respectful treatment to colleagues and other employees etc. Intrinsic satisfaction refers to pleasure and wellness in his/her work, achievements and recognition, development and growth of an individual. Extrinsic satisfaction is gratification regarding the work conditions and environment of the organization. These include pay and promotion from work, safety, regulatory norms of the organization, and relationship with co-workers etc. (Schnake & Dumler, 2003)

There are many studies which thoroughly talk about the interrelation between OCB and Job Satisfaction. In this fast paced technological world impact of quality work life has evolved as an important aspect in all workplaces. Employees who perform duties more than they are expected to do are treated as the valuable assets of the organization and they need to be retained for enhancing the organization's efficiency and effectiveness. To analyze the impact of "quality work life and its effect on employee commitment as well as on OCB" a research was conducted in Odisha among the IT employees and the findings suggested that there is a strong interrelation between the various aspects of quality work life, employee commitment and OCB.(Choudhury,2015) According to Mariela (2014) satisfied employees with their job tend to exhibit OCB. Such extra-role behaviours help in associating with self-efficacy and length of the service within the organization. Yung Chou and Pearson in 2012 confirmed about the significant association between OCB and job satisfaction in IT sector. As per Yafang, Tsai (2008) their research showed that correlation exists between job satisfaction and OCB however negative relation exists with turnover intention. This particular research was conducted in Taiwan for hospital nurses. This finding made very clear that job enrichment, improvement in training activities can help better improve the job satisfaction of the employee's also regular communication between the management and nurses regarding the vision of the organization would enhance the OCB behaviour and reduce the intention to quit.

To understand the concept of OCB from the basic to its highest complexity and its various dimensions influencing the individual's behaviour at workplace, a research was conducted by Biswas & Mazumder in 2017 and their findings stated that OCB is challenging yet inexplicable concept and the various aspects of it has an impact on the employees attitude and behavior. The essential factor to be considered was job satisfaction and OCB shared a significant relationship in various sectors and the extrinsic and intrinsic factors of job satisfaction predicted the OCB behavior of the employees. Another research on OCB was conducted to evaluate the relationship between organizational learning and the later at the individual and organizational level. The results depicted OCB is socialistic in nature and is mostly exhibited by individuals whose behaviours could be taken further to the organization level.(Somech & Zahavy,2004). Intervening impact of OCB was experienced between organizational commitment, personality and job satisfaction. Higher the performance when mediated higher was the impact on OCB.(Indrati, Fernandes & Hakim,2017) Job satisfaction and organizational commitment are the major promoters of job attitudes and elements of attitudes contribute to extra-role

behaviours or OCB in the organization.(Bowling ,Wang & Li,2012)

Employees who have the attitude of doing things which are beyond their job description are not always the top performers in the organization however they are expected to go a long way in their career as they are the ones who visualize company's goals and theirs as one and always look forward for the betterment of the organization (Azmi, Desai & Jayakrishnan, 2016)

There are 5 dimensions or aspects of OCB propounded by Podsakoff and Mackenzie (1994); Podsakoff et al, (1977). They are altruism, courtesy, conscientiousness, civic virtue and sportsmanship.

A) Altruism speaks of helping a person or specific group of people in task related activities. Some of the examples to understand Altruism are: Being a pro-social, helping and assisting colleagues and co-workers in their work, rational thinking about the welfare of others, act of helpfulness.

B) Courtesy explains about gestures and actions that are constructive in nature which helps to prevent the problems of the co-workers. It is a trait which inculcates in individuals and helps in preventing interpersonal conflicts and creation of problems in the organization. Employees exhibiting courtesy encourage others who are de-motivated and have lost all confidence, show behaviour having dissuance of problems.

C) Conscientiousness refers to the voluntary act or behaviour by an employee that goes well beyond the minimum allotted tasks and responsibilities in varied areas like obeying the rules and regulations, being regular to office, conscious of not providing any damage to office property etc. It can be better defined as "a more impersonal sort of conscientiousness, more of a good soldier or good citizen syndrome of doing things that are 'right and proper' but for the sake of the organization". (Tang, 1999) It involves actions like adhering to the governance and administration of the organization, being to office on time, responsible and at the same time accountable for the work done, conscious enough to not take extra breaks while working

D) Civic Virtue- It can be understood as a constructive involvement in the organization. It indicates employees' active interests and concern for the organization. Some of them are getting actively involved in the activities conducted in the organization, involving constructively in political processes, representing the organization for client meetings etc participating dutifully for events and conferences etc.

E) Sportsmanship- This behaviour indicates about that employees always keep a positive attitude about the organization and they do not complain for petty and unnecessary things. It can be considered as willingness on the part of the employee's tolerance for the organization without complaining. Some of the characteristics include: Avoiding unnecessary complaints, positively handling all situations, bearing the unavoidable irritations etc.

The importance of OCB in an organization has been studied in various literatures however with the change in technology there has been a paradigm shift in the nature of the work and also there has been a change in exhibiting the discretionary behaviour of the employees in their respective workplaces.

A qualitative in-depth analysis was conducted for the employees at Google and it was concluded that with improvement in research, innovation & development new forms of OCB were identified among these modern techno savvy knowledge workers.(Dekas, Bauer, Welle, Kurkoski & Sullivan,2013). The new categories of behaviour identified from the above were:

- a) Employee Sustainability- This behaviour explained about participating in various activities conducted in the organization (both self and their co-workers) in order to improve and maintain their position in the organization. It supported activities like appreciating others when they are successful at work, making the new joiners comfortable at work, putting efforts to help others to come to a solution quickly etc.
- b) Social Participation- This behaviour was previously proposed by Van Dyne et al. In 1994.He conceptualized this behaviour as activities which improved the core tasks of the organization or helped in better functioning at the workplace. It had nothing to do with knowing employees at personal level. However in the above research this dimension was looked differently. It talked about how playful interaction at workplaces helps the employees to remain stress free and engaged at work. For example: Participating in social activities organized by the company, attending appraisal party with colleagues etc.
- c) Sharing of Knowledge- “Participating in group meetings” and “teaching a software” to a colleague within the organization or outside. The basic aim was to update the same knowledge among other employees.
- d) Administrative Behavior- This OCB dimension talked about detailed taking care of activities and events which would go undone and careful planning of team building activities. This behaviour was somewhat similar to obedience category but not completely.

II. OBJECTIVES

- ✓ To analyze the impact of new dimensions of organization citizenship behaviour on job satisfaction in IT sector.
- ✓ To assess the relationship of organization citizenship behaviour on job satisfaction.

Table- I Descriptive Analysis of demographic variables

	Range	Minimum value	Maximum value	Mean value	Standard deviation value	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Age	2.00	1.00	3.00	1.2500	.48836	.238
Marital Status	1.00	1.00	2.00	1.3750	.48513	.235
Gender	1.00	1.00	2.00	1.4500	.49853	.249
Work Experience	3.00	1.00	4.00	1.6000	.70146	.492
Education Qualification	2.00	2.00	4.00	2.3750	.53438	.286
Valid N (list wise)	240	240	240	240	240	240

Descriptive analysis of the items in the questionnaire revealed that factors “I praise others work when they are successful” and “I support others efforts to make their personal health and well-being a priority” as the most

important as these factors had the highest mean value as 4.45 and 4.40 respectively.

III. HYPOTHESES

- ✓ H1: Positive interrelationship exists between OCB and job satisfaction for the IT sector employees.
- ✓ H2: IT employees do not differ significantly in exhibiting OCB with respect to their age.
- ✓ H3: IT employees do not differ significantly in exhibiting OCB with respect to gender.

IV. METHODOLOGY

The current research included a sample size of 240 from a total population of 2500 employees which was collected from an IT company in Bengaluru, India. Snowball sampling technique was adapted to reach the respondents and collect data from them. A total of 450 forms both electronically (Google forms) and physically were distributed to the employees and responses were collected from them. The questionnaire consisted of three sections. The first section asked about the demographic details of the employees and the second section was about the items relating to various dimensions of OCB both old and new and the third section consisted of the items relating to job satisfaction. Forty questions were listed in the questionnaire and the respondents were asked to fill in the forms diligently free from any bias. The questions were developed using the five point likert scale “1= strongly agree” and “5= strongly disagree”.

V. ANALYSIS AND FINDINGS

(a) The demographic details of the respondents were as follows: 54.8% were male employees and 44.8% were female employees. The age of the employees included 25 to 35 years were 77.5%, 36 to 45 years were 20% and 46 to 55 years were 2.5%.The work experience of the employees were 0 to 5years was 50%, 6 to 10 years was 42.5%, 11 to 15years was 5% and 16years and above was 2.5%. 65 % employees were graduates, 32.5% were post graduates and 2.5% were doctorate holders. 62.5% were married while 37.5% were single. The descriptive statistics for all the respondents having been given in the table I below:



Table II: Mean and standard deviation for various categories of OCB and job satisfaction

Variables	Mean	Std. Deviation
Employee Sustainability	21.35	2.53
Social Participation	19.65	3.07
Civic Virtue	19.73	3.24
Voice Behaviour	16.93	1.71
Helping Behaviour	21	2.37
Job Satisfaction	29.83	3.52

From the above table II we find the mean and standard deviation value for various categories of OCB and job satisfaction. The mean value of employee sustainability is 21.35 which is the highest, helping behaviour is 21.00, civic virtue is 19.73, social participation is 19.65 and voice

behaviour is 16.93. Standard deviation values are highest for the variable voice behaviour with 1.71, helping behaviour 2.37, employee sustainability 2.53, social participation 3.07, and civic virtue 3.24

(b) In order to analyze the three propositions chi-square test was applied.

H1_a: Positive interrelationship exists between OCB and job satisfaction for the IT employees.

H1_b: There is no relation between OCB and job satisfaction for the IT employees.

For the first hypothesis Pearson’s correlation test was done to know the association between the various dimensions of OCB and job satisfaction. The categories of OCB which emanated from the literature was identified as employee sustainability, social participation, voice and helping behavior etc. The other dimensions which previously existed were also taken into consideration and the impact of both old and new categories were studied thoroughly. Table III below shows the correlation co-efficient of the variables along with the mean and standard deviation.

Table III: Correlation between dimensions of OCB and job satisfaction

	Employee Sustainability	Social Participation	Civic Virtue	Voice Behaviour	Helping Behaviour	Job satisfaction
Employee Sustainability		0.316**	0.217**	0.319**	0.284**	0.196**
Social Participation	0.316**		0.538**	0.253**	0.162*	0.187**
Civic Virtue	0.217**	0.538**		0.653**	0.490**	0.297**
Voice Behaviour	0.319**	0.253**	0.653**		0.723**	0.285**
Helping Behaviour	0.284**	0.162*	0.490**	0.723**		0.277**
Job satisfaction	0.196**	0.187**	0.297**	0.285**	0.277**	

Table III shows the correlation analysis to establish a relationship between various dimensions of OCB and job satisfaction. It was found from the analysis that there is a strong correlation between job satisfaction and employee sustainability as r value shows 0.196. In a similar way for social participation it is 0.187, civic virtue it is 0.297, voice behaviour it is 0.285, helping behaviour it is 0.277. ** refers to correlation is significant at 0.01 level (Two-tailed). The various categories of OCB are positively correlated with job satisfaction indicating higher the job satisfaction higher would be the OCB behaviour by the employees for the organization. Hence we accept the alternate hypothesis and reject the null hypothesis.

H2_a: IT employees do not differ significantly in exhibiting OCB with respect to their age.

H2_b: IT employees differ significantly in exhibiting OCB with respect to their age.

The various age of the IT professionals were categorized in the questionnaire as : 25years to 35 years as ‘1’ 36 years to 45 years as ‘2’ 46 years to 55 years as ‘3’ and 56 years and above as ‘4’. The chi-square test was done to find out the significant relationship between age of the employees and OCB.

Table IV: Chi-Square test to know the association between age and OCB

	Value	Degree of freedom	Significance value(2-sided)
Pearson Chi-Square	12.871	6	0.045
Likelihood Ratio	14.881	6	0.021
Linear-by-Linear Association	3.145	1	0.076
N of Valid Cases	240		

The significance value reflects 0.045 which is greater than the significance level i.e. 0.05 so we accept the null hypothesis. Hence we conclude that IT employees do not differ significantly in exhibiting extra-role behaviour with respect to their age.

H3_a: IT professionals do not differ significantly in exhibiting OCB with respect to gender.

H3_b: IT professionals differ significantly in exhibiting OCB with respect to gender.

The gender of the employees were tabulated as '1' for male and '2' for female and the total OCB of the employees were calculated by adding the total of the items related to it in the questionnaire.

Table V- Chi-Square tests to know the association between gender and OCB

	Value	Degree of freedom	Significance value(2-sided)
Pearson Chi-Square	8.951	3	0.030
Likelihood Ratio	9.623	3	0.022
Linear-by-Linear Association	3.018	1	0.082
N of Valid Cases	240		

The significance value reflects 0.030 which is greater than the p-value i.e. 0.05 hence we accept the null hypothesis and reject the alternate. The implication from this suggests that IT people do not significantly differ in showcasing OCB with respect to gender.

(c) In order to find out the relationship between two or more independent variables with a dependant variable regression was done. Here the dependant variable is job satisfaction and the independent variable is the dimensions of OCB i.e. employee sustainability, civic virtue, helping behaviour, voice behaviour and social participation. All the dimensions have been clubbed together and named as total OCB. The table-VI below shows the model summary (Part-A) indicating the R-value, R square value and adjusted R value. Here the R value here is 0.267 which shows a positive degree of correlation and the R square value comes to 71% of the variation which is considered as a good score.

Table VI- Model Summary (Part-A)

Model	R-value	R-square value	Adjusted R-square value	Standard error of estimate	Change in statistics				
					R-square change value	F change value	Degree of freedom 1	Degree of freedom 2	Sig. F Change
1	.267 ^a	.071	.067	3.40059	.071	18.196	1	238	.000

Table VII- ANOVA Table (Part-B)

Model		Sum of squares value	Degree of Freedom	Mean square value	F-value	Sig. value
1	Regression	210.422	1	210.422	18.196	.000 ^a
	Residual	2752.228	238	11.100		
	Total	2962.650	239			

The ANOVA table- VII (Part-B) depicts the regression model. The significance value comes to less than 0.05 which shows the model is statistically significant and it forecasts the outcome variable. So it is considered an appropriate model-fit for the data.

Table VIII- Regression analysis (Part- C)

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Significance Value
1	(Constant)	27.21	.652	41.75	.000
	TOTAL_OCB	1.05	.245	.267	4.27

The findings of the co-efficient table-VIII from the simple linear regression analysis state that the beta value of

employee sustainability, social participation, civic virtue, voice behaviour and helping behaviour is positively associated with job satisfaction and it is statistically significant.

Based on the beta values obtained from the above table a regression equation can be obtained:

$$Y = 27.208 (\text{constant}) + 1.047 (\text{total OCB})$$

VI. CONCLUSION

The importance of OCB and its impact on job satisfaction has gained much eminence in IT sector however there are some dimensions of OCB which needs to be studied in depth in order to measure their influence on OCB. Job hopping is a very common phenomenon in IT sector.



However the current scenario witnesses' employees gradually understand the importance of retaining in a organization for a longer period of time.

Though previous literature supported on the five dimensions of OCB, other factors like employee sustainability, sharing of knowledge, administrative behaviour and voice behaviour are also being considered important as these categories inculcate among the employees a psychological attachment and a feeling of belongingness and loyalty for the organization. The new conceptions of OCB could be a possible area of research for future.

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