

Job Satisfaction and Organizational Citizenship Behavior (OCB) in Multinational Telecommunication in Uganda

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and beyond the call of duty” [8]. [12]

Further defines OCB using concepts such as

Abstract

The purpose of the study was to establish the effect of job satisfaction on organizational citizenship behavior. Cross sectional survey design was employed with a sample of 436 employees from three multinational telecommunication corporations. Simple random sampling was employed to select the respondents. Regression analysis was used to establish the effect of job satisfaction on organizational citizenship behavior. Findings indicate significant relationship between job satisfaction and organizational citizenship behavior. We therefore conclude that when employees are satisfied with their jobs they get committed to develop citizenship behavior in organizations.

1. Introduction

Job satisfaction and its dimension, factors and various aspects have been studied across many contexts; it varies across different schools of thought and scholars. Locke [5] defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. According to him Job satisfaction is an internal state with some degree of favor or disfavor based on assessing the job and job-related experiences.

[12] Conceptualizes OCB as a “discretionary workplace behavior that exceeds one’s basic job requirement”. It is often described as behavior that “goes above

altruism, civic virtue, sportsmanship, conscientiousness and courtesy. He describes individual behavior that is discretionary and not directly or explicitly recognized by the formal reward system and that when aggregated promote the effective functioning of the organization.

2. Literature review

Empirical studies carried out by various researchers to establish the relationship between OCB and Job satisfaction whose results have proven to be an inconsistent [10]. The findings of job satisfaction-OCB relationship vary across various research studies. But 15 independent studies across different contexts found a significant relationship between job satisfaction and OCB as discussed by [12]. [14] Asserts that only satisfied employees seem more likely to display positive behaviors that can effectively contribute to the overall functioning of the organization. Job satisfaction has the most robust attitudinal relationship with OCB [11]. Employees will tend to display organizational citizenship behaviors more probably when they feel satisfied with their jobs, against support or benefit (e.g., positive work experiences) provided by their organization or colleagues [2]. Bateman and Organ, (2006) examined the relationship between job satisfaction and

OCB and found a correlation between employee satisfaction and supervisory OCB. [13] while investigating job satisfaction-OCB relationship of two large banks observed a positive correlation between job satisfaction and two dimensions of OCB Altruism and Compliance.

In another study [1] analyzed the effect of perceived equity, leadership and job satisfaction on OCB and found that leadership and perceived equity is strongly related to OCB and hence predictor of OCB while job satisfaction is only found related with two dimensions of OCB. [11] Investigated the relationship between job satisfaction and OCB and noted that there is a modest relationship of job satisfactions with that of Altruism. They also found that civic virtue, courtesy; sportsmanship is sufficient predictor of satisfaction however civic virtue is less related to satisfaction than other OCB measures. On the other hand [12] analyzed dispositional factors and its relationship as to predict OCB. They reported a sufficient variance by Conscientiousness in at least three dimensions of OCB Civic virtue, Altruism and Compliance. This finding put forward a petty concrete statement that dispositional factors especially conscientiousness is strongly related to three dimensions of OCB. [7] Also highlighted the effects of organizational commitment, job satisfaction, and procedural justice on OCB and explained that both job satisfaction and organizational commitment would not be related to OCB when the procedural justice-OCB relationship is controlled. Thus they concluded that there is an insignificant relationship found between job satisfaction and OCB, when relationship of procedural justice to OCB is controlled. [7] Examined the effects of job satisfaction on OCB and

found that when perception of fairness is controlled, there is no relationship found between job satisfaction and OCB. According to him perception of fairness influences employee decision to act as OCB, job satisfaction only predicts OCB to the extent that it reflects fairness. [6] While observing the relationship between job satisfaction and OCB among human resource professional reported a significant correlation between job satisfaction and organizational citizenship and participation behaviors. [3] Tested the relationship between job satisfaction and OCB dimensions among administrative employees of five selected organizations of Zimbabwe where he noted that there is a weak but significantly positive relationship between job Satisfaction and all dimensions of OCB and consequences.

3. Methodology

The research adopted a descriptive cross sectional survey design. Cross sectional design was used because the study involved collecting opinions from different respondents at once as [4] puts it. The study was a survey because it involved a large number of respondents. A sample of 436 selected using simple random sampling was employed. The design was thought necessary because it allowed the researchers to discover patterns in employees thinking and describe issues from their own point of view. Both qualitative and quantitative approaches of data collection were used. Quantitative approach was used in analyzing primary data from the field using descriptive statistics while the qualitative approach was used to describe occurrences and discussions in relation to interviews results and literature of different authors to arrive at the conclusion about the theme of discussion. In addition, qualitative was used to

supplement the findings from the quantitative results in chapter four.

4. Findings

Results were obtained through regression analysis and presented in quantitative form for easy interpretation.

Table 1. Regression for Job Satisfaction and organizational citizenship behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
(Constant)	1.537	.154		9.947***
Extrinsic Job Satisfaction	.410	.041	.433	10.094***
Intrinsic Job Satisfaction	.099	.033	.127	2.963***
Dependent Variable: Organizational Citizenship Behaviour				
R	.456			
R Squared	.20			
Adjusted R Squared	.204			
F Statistic	56.436			
Sig.	.000			

***Significant at 0.01; ** Significant at 0.05; * Significant at 0.1

Results in table indicated that the extrinsic and intrinsic job satisfaction influences organizational citizenship behavior at (R Square = .208). The regression model was significant as noted from the level of significance (Sig<.01). The findings showed that extrinsic job satisfaction and intrinsic job satisfaction both influences more on the organizational citizenship behavior. Extrinsic job satisfaction had a significant influence at (Beta=.433; ts=10.094***). This implies that extrinsic job satisfaction contributes 43% change in OCB. Furthermore when extrinsic job satisfaction of employee goes high, the more organizational citizenship behavior practice also increases. The findings also revealed that intrinsic job satisfaction had a significant influence on OCB at (R Square =.127 ts=2.963***). This implies that

intrinsic job satisfaction contributes 13% change in OCB. Further the findings indicate that there are other factors other than extrinsic job satisfaction that contributes to OCB satisfactions which were not part of this study but other research can study more on them to determine the degree on influence on the dependent variable.

5. Conclusion

The fourth objective was to establish the relationship between job satisfaction and Organizational Citizenship behavior. The findings revealed a significant positive relationship between job satisfaction and OCB. It was noted that job satisfaction positively influences OCB. The findings also showed that both intrinsic and extrinsic job satisfaction positively influences OCB. If management of organizations is to

embrace OCB behavior which is coupled with commitment to the organization, they have to develop job satisfiers related to nature of the job and job specification with good job fit.

6. References

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