

A questionnaire survey on the influence of job satisfaction on organizational citizenship behavior: a study of city and town municipality in Thailand

Jitti Kittilertpaisane^{a,e1}, Charkit Chanchiprecha^{b,e2}, Phakhaphon Khatiwat^{c,e3}

^aFaculty of Management Science, Sakon Nakhon Rajabhat University, Thailand

^bFaculty of Management Science, Sakon Nakhon Rajabhat University, Thailand,

^cFaculty of Management Science, Sakon Nakhon Rajabhat University, Thailand

^{e1}jitti1998@hotmail.com , ^{e2}chakrit@hotmail.com , ^{e3}k.phakhaphon@hotmail.com

Abstract

This study sought the influence of job satisfaction on organizational citizenship behavior. A sample was taken from city and town municipality in Thailand. The number of questionnaires returned to the author was 836 questionnaires; the final response rate is 71.2%. The findings indicate that there was a significant relationship between job satisfaction and organizational citizenship behavior.

Key words: Job satisfaction, organizational citizenship behaviour

1. Introduction

Job satisfaction is widely studied factor in management literature (Bodla & Danish, 2009; Parker et al, 2005; Allen & Meyer, 1990). Currently, most public and private organizations are more keeping an eye on the needs of their employee they believe that happier the employees are, more successful organization will be. Consequently, the term job satisfaction now a day has been receiving attention from researchers because job satisfaction is the critical factor to the successful organizational performance. Further, Podsakoff et al (2000) found that satisfaction would motivate employees to engage in organizational citizenship behavior. Also Foote & Li-Ping Tang (2008) summarized there were numerous results shown that job satisfaction correlated with organizational citizenship behavior. In currently, public and private organizations were processing towards high performance organization, effectiveness organization and high degree of employees' satisfaction. Organizational citizenship behaviour can play significant role in attaining these goals. As a result, the current study intends to

evaluate the relationship between job satisfaction and employees' organizational citizenship behaviour of city and town municipality in Thailand.

2. Objectives

This objective is generally to understand the correlation between job satisfaction and organizational citizenship behaviour. The objective of the study is trying:

- a. To gain knowledge job satisfaction and organizational citizenship behaviours: a study of city and town municipality in Thailand
- b. To identify relationship between job satisfaction and organizational citizenship behaviours: a study of city and town municipality in Thailand

3. Literature Review

Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour is relatively infant field of study. The first concept was introduced in the mid 1980s by Dennis Organ. Sangmook (2006) defined organizational citizenship behaviour (OCB) as contributing to an organization's overall effectiveness. OCB refers to "those organizationally beneficial behaviours and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantee of recompense." Dhitiporn and Brooklynm (2004) summarized OCB in part of an informal psychological contract in which the employee hopes that such extra effort may be perceived and then rewarded by the boss and the organization. Organ (1998) concluded five critical elements of organizational citizenship behaviour which are (1) Altruism is a type of discretionary behaviour consisting of behaviors that help a specific other person and motivates employees to assist other employees to deal with their problems of works (Podsakoff et al. (2000). (2) Conscientiousness indicates the discretionary extra-role behaviours that exceed the requirements of the task, job, as well as work ethics (McCrae & Costa, 1987). (3) Sportsmanship can be defined as any behaviour demonstrating tolerance of less than ideal circumstances without complaining. (4) Civic virtue is one kind of behaviour of the employees to participate in organizational practices with the concern of the life of the company (Deluga, 1998). Civic virtue concentrates on a macro-level interest in or commitment to the whole organization. (5) Courtesy means behaviours of prevention problems and lessens the effects of the problem in the future (Podsakoff et al., 2000).

Job satisfaction

Job satisfaction has been studied across different school of thought and scholars. Mueller & McCloskey (1990) defined as positive affect towards employment. However, job satisfaction is an internal state with some degree of favor or disfavor based on assessing the job and job-related experiences (Locke, 1976). Werner (2007) found that only satisfied employees seem more likely to effectively contribute to the overall functioning of the organization. Further, there were substantial studies to understand the relationship of various antecedents of OCB and their magnitude of impact on the OCB. Consequently, this study will also study the relationship of job satisfaction and organizational citizenship behavior. Especially, empirical studies carried out by various researchers to establish the relationship between job satisfaction and OCB but the results of Job satisfaction- OCB relationship vary across various research studies. Bateman and Organ, (1983) concluded that there was positive relationship between job satisfaction and OCB with a correlation of .41 between employee satisfaction and supervisory OCB. Smith et al (1985) investigated job satisfaction- OCB relationship of two large banks with a positive correlation between job satisfaction and two dimensions of OCB Altruism and Compliance Conceptual Framework.

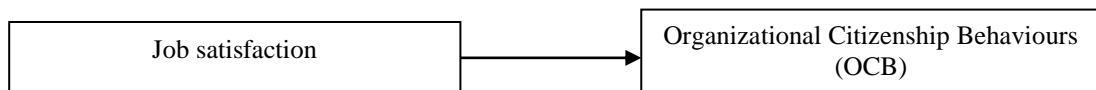


Figure 1 Conceptual framework of this study

Figure 1 presents the influence of job satisfaction on organizational citizenship behaviours (sportsmanship, civic virtue, conscientious, courtesy and altruism): a study of city and town municipality in Thailand. The job satisfaction is independent variable and organizational citizenship behaviours (sportsmanship, civic virtue, conscientious, courtesy and altruism) are dependent variable.

4. Research Design

This research is a descriptive study and a non-experimental research. The study uses the questionnaire as a survey instrument for collection of data. The survey aims at the micro level of the municipality as the unit of analysis. The municipality in the study focuses on two classes based on their population, revenue capabilities, and ability to provide services. They are the city and town municipality. The number of city and town municipalities is 134. Questionnaires for each municipality are 10 questionnaires for specific respondents. However, among of 134 municipalities, 94 returned their questionnaires with valid information, for a response rate of 71.2 percent. The number of questionnaires returned to the author was 836 questionnaires.

This study uses the five dimensions of OCB proposed by Organ (1988) as researchers have acknowledged the dimensions as the most widely used in organizational related studies (kittilertpaisan & et al, 20014; Gonzalez & Garazo, 2006). Twenty items were used to determine the level of citizenship behaviors among subordinates based on five main dimensions. Likert-scale was used to measure the OCB elements, which used the anchors of 1 (Strongly Disagree) to 7 (Strongly Agree). The first section asked the respondents' demographic data. The next section asked on the respondents' views on job satisfaction and organizational citizenship behavior (sportsmanship, civic virtue, conscientious and altruism).

For the measurement of job satisfaction, Herzberg's two-factor theory can be classified as one of two types of motivators; (1) extrinsic, driven by forces external to the employee and (2) intrinsic, related to the employee's internal fulfillment with 5 Likert-scale of 1 (extremely dissatisfy) to 5 (extremely satisfy). The Job Description Index (JDI) was used to measure satisfaction with 2 facets; intrinsic job satisfaction (pay, promotional opportunities, supervision, and co-workers) and extrinsic job satisfaction (recognition, work-itself, and promotion).

Reliability analysis was conducted to check stability and consistency of measurement and the Cronbach's alpha were calculated and exceeded 0.70 (Malhotra, 2004). From the reliability analysis shown in table 1, the reliability analysis of extrinsic job satisfaction (pay, supervision, and co-workers) and intrinsic job satisfaction (recognition, work-itself, and promotion) were above 0.7, while also in table 2 the reliability analysis of organizational citizenship behaviours (sportsmanship, civic virtue, conscientious, courtesy and altruism) was above 0.7, which is acceptable as the minimum level of 0.6 for further analysis.

Table 1 Reliability Analysis of Job Satisfaction

Items	Constructs	Alpha Coefficient
Intrinsic job satisfaction		
1	Pay	0.601
2	Supervision	0.820
3	Co-workers	0.731
Extrinsic job satisfaction		
4	Recognition	0.784
5	Work-itself	0.754
6	Promotion	0.823
Overall job satisfaction		0.790

Table 2 Reliability Analysis of Organizational Citizenship Behaviours

Items	Constructs	Alpha Coefficient
1	Sportsmanship	0.786
2	Civic virtue	0.851
3	Conscientious	0.765
4	Altruism	0.875
5	Courtesy	0.825

5. Results

The questionnaires are collected from city and town municipalities. Most respondents are male; while most educational background of respondents finishes bachelor and higher bachelor degree. A half of them hold position in deputy mayor and head of functional office.

Further, the descriptive data of job satisfaction and organizational citizenship behaviour was shown in table 3 as followed.

Table 3 Summary of Descriptive Data

Measurement Items	Mean	S.D.
Pay *	3.23	1.03
Supervision*	3.62	1.20
Co-workers*	3.94	0.95
Recognition *	3.78	0.90
Work-itself*	3.96	0.78
Promotion *	2.95	1.26
Overall job satisfaction*	4.13	0.75
Sportsmanship**	5.13	0.68
Civic virtue**	4.97	0.77
Conscientious**	5.53	0.81
Altruism **	5.77	0.83
Courtesy **	5.70	0.81
Overall Organizational Citizenship Behaviours (OCB)**	5.42	0.68

*5-point Likert scale: 1= extremely dissatisfy, 5= extremely satisfy

**7-point Likert scale; 1 = strongly disagree, 7 = strongly agree

From table 3, the overall level of job satisfaction was 4.13 which can be interpreted as slightly high satisfied. Coworkers and supervision had a high mean value of 3.94 (S.D =0.95), 3.62 (S.D =1.20), (SD=0.993); however pay had only moderated satisfaction. Work-itself and recognition also had slightly high satisfied with value of 3.96(S.D=0.78), 3.78(S.D=0.90), while promotion slightly moderated satisfaction (mean=2.95, S.D= 1.26).

Further, most respondents evaluate altruism (Mean=5.77, S.D=0.83) the most important factor of organizational citizenship behaviours, followed by courtesy (Mean=5.70, S.D=0.81), conscientious (M=5.53, S.D=0.81), sportsmanship (M=5.13, S.D=0.68) and finally civic virtue (M=4.97, S.D=0.77).

Further, Correlation analysis is a statistical summarizing the strength of association between two metric variables (Malhotra, 2004). It indicates the strength and direction of linear association between two variables.

Table 4 Correlation Analysis

	OCB	Pay	Super	Co-w	Recog	Work	Pro	Sat
OCB	1.000							
Pay	0.375*	1.00						
Super	0.437*	0.324*	1.00					
Co-w	0.312*	0.312*	0.253*	1.00				
Recog	0.401*	0.275*	0.340*	0.260*	1.00			
Work	0.442*	0.280*	0.334*	0.310*	0.260*	1.00		
Pro	0.411*	0.426*	0.323*	0.356*	0.313*	0.235*	1.00	
Sat	.425*	0.326*	0.311*	0.301*	0.216*	0.212*	0.267*	1.00

* Correlation is significant at the 0.01 level

Table 5 revealed the significant positive correlation between independent variables and dependent variable. There is no multicollinearity problem in this study since each pair of independent variable in Pearson's correlation is not exceeding 0.90.

The outcome of correlation analysis indicates that all independent variables significantly influencing organizational citizenship behaviour. Further examination to determine the most significant factor influencing organizational citizenship behaviour was then conducted through multiple linear regression tests. Table 5 shows the result of multiple regression analysis.

Table 5 Result of Multiple Regression Analysis

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	β	SE	β			Tolerance	VIF
Constant	0.857	1.217		0.635			
Pay	0.369	0.053	0.267	3.285	0.000*	0.517	1.534
Super	0.320	0.061	0.231	4.478	0.000*	0.611	1.657
Co-w	0.327	0.069	0.224	5.731	0.000*	0.558	1.594
Recog	0.487	0.047	0.385	3.105	0.000*	0.458	1.674
Work	0.389	0.058	0.310	2.053	0.000*	0.423	1.510
Pro	0.296	0.043	0.263	2.041	0.000*	0.470	1.310
Adjusted R ²	0.510						
Sig F.	0.000						
F-Value	80.108						

Note: $p < 0.01$ * dependent variable: Purchase Intention

Adjusted R² statistic shows 51.0 percent of the total variance for the estimation of organizational citizenship behaviours. The influence of six independent variables significantly predicts organizational citizenship behaviour. These findings indicate that the most important variable in determining organizational citizenship behaviour is recognition.

6. Discussion and Conclusion

Based on the findings, it is concluded that recognition, work-itself, pay, promotion, supervision and co-workers are significant predictors of organizational citizenship behavior. It was also found out that they were slightly high satisfied with their work-itself, recognition, and supervision. Consequently, administrators in municipality **should take necessary measures for providing the optimal provision of intrinsic and extrinsic job satisfaction to make their core workforce highly satisfied and committed to organizational goal**, and organizational citizenship behaviors.

Self-reported measures were used to measure job satisfaction and organizational citizenship behavior, so the findings cannot be generalized to other types of local public organization. Further, the present study focuses purely quantitative in nature. Research should be more focus to supplement the present study with qualitative studies that use focus groups and observations for comprehension the organizational citizenship behaviours and organizational effectiveness.

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