TO STUDY AND IMPLEMENT THE RELATIONSHIP BETWEEN THE JOB SATISFACTION AND THE DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT
The purpose of this study is to the relationship between the job satisfaction and the dimensions of organizational citizenship behavior. The sample data are derived from a questionnaire survey of 390 in a group of companies petrochemical industry. regression analysis is used to analyze the data. The results indicate the relationship between job satisfaction with work itself and altruism, role on the relationship between job satisfaction with fellow workers and altruism. relationship between job satisfaction with company policies, supervisors and promotion, with work itself and with fellow worker, and civic virtue.

Keywords: Job satisfaction, petrochemical industry, organizational citizenship behavior

INTRODUCTION
Organizational Citizenship Behavior
Organizational commitment is the individual’s psychological attachment to the organization. The basis behind many of these workers would become more committed to their organizations. Organizational commitment is highly valuable. studies have highlighted that commitment has a great impact on the Successful performance of an organization. This is because a highly committed employee will identify with the goals and values of the organization, has a stronger desire to belong to the organization and is Willing to display greater organizational citizenship behavior i.e, a willingness to go over and beyond their Required job duties. And organizational citizenship behavior (OCB)is a concept that describes a person,s voluntary commitment with in an organization or company that is not part of his or her contractual tasks.OCB has been studied since the late 1970s.over the past three decades, interest in these behaviors has increased substantially. Organizational behavior has been linked to overall organizational effectiveness, thus these types of employee behaviors have important consequences in the workplace.

Organizational Citizenship Behavior is a unique aspect of individual activity at work, first mentioned in the early 1980s. According to Organ's (1988) definition, It represents “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization”. This special behavior has become a lively research field investigated by organizational sociologists, psychologists, and management researchers. However, whereas most of the studies appear to deal with the phenomenon
from a behavioral/functional perspective the natural orientation of citizenship to the political science arena is overlooked.

RELATIONS BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

A large amount of studies is carried out by researchers addressing relationship between OCB and JS. Although findings of JS-OCB relationship vary across various researches there are considerable empirical base of evidence that JS has positive impact on OCB (Schappe, 1998: 277-290).

According to Schnake et al. researchers expected JS to be correlated to OCB for two main reasons. One of them is norm of reciprocity. Employees tend to reciprocate the organization that helps or benefits them. Second is related to psychology. If employees experience a positive situation with their job, they tend to engage in prosocial behaviors (Schnake et al., 1995: 209-221). Here some examples of studies are provided to show the findings of previous studies.

Bateman and Organ examined the relationship between job satisfaction and OCB and suggested that job satisfaction is strongly and positively related to a "citizenship" dimension of role performance.

job satisfaction and OCB, at least among non-managerial and nonprofessional groups. Attitudinal measures such as perceived fairness, organizational commitment, leader supportiveness correlate with OCB at approximately the same level as satisfaction (Organ and Ryan, 1995). Consistent with Organ and Ryan (1995) Podsakoff et al.

job satisfaction and OCB’s dimensions. The job satisfaction was only related with courtesy and altruism dimensions of OCB, while other dimensions were insignificantly related with job satisfaction.

LITERATURE REVIEW

Pare Guy (2007) conducted an interesting study on the skilled employees: The relationship between the intention of turnover and HRM practices. The outcome of the study showed that there were positive relationships between the two when the mediators are non-monetary recognition and development of competency, while a weaker relationship is traced when the mediators were knowledge sharing and fair rewards practices. Variables like affective commitment, continuance commitment, citizenship behavior, and procedural justice have been found to be acting as partial mediators in turnover intentions in an environment of high-involvement HRM practices

Herrbach Olivier et al (2009) conducted a research to find the relationship among HRM practices voluntary early retirement, and organizational commitment among French later career managers. It was found that higher affective organizational commitment and high-sacrifice organizational commitment reduced the voluntary early retirement. But, flexible working environment or new roles to old workers did not show any positive relationship with voluntary early retirement.

Abbas Ali Rastgar,(2009) - A Survey of the Impact of Perceived Organizational Support on Organizational Citizenship Behavior with Mediating Role of Affective Commitment (Case Study: Shafa Private Hospital of Sari City. In this study attempted to evaluate the impact of perceived organizational support on organizational citizenship behavior with mediating role of affective commitment. Affective commitment in this study is based on Allen and Meyer model.

Lavelle et al. (2009), in their study entitled “Commitment, procedural fairness, and organizational citizenship behavior: a multifocal analysis” concluded that: (1) the positive relationship between commitment and OCB, and (2) the mediating effect of commitment on the positive relationship between procedural fairness and OCB were particularly likely to emerge when the constructs referred to the same target.

Hashin et (2010) conducted a research work on the Islamic perspective of human resource management and the consequent effect on organizational commitment among the employees in eight different organizations in Malaysia. anova has been used here. The authors revealed that these
organizations often practice the Islamic approach to HRM and this was again significantly related to organization

Gnanakkan Samson Sam (2010) the influence of HRM practices on turnover mediated by an organizational commitment on Information and Communication Technology was done. regression tool has been used. The result of the study shows that training and compensation, the two aspects of HRM practices had a very noteworthy direct influence on turnover intention and the organizational commitment. They contribute to the intention of turnover when combined with HR practices.

Anbvari Roya et al (2010) was aimed to find the relationships among affective organizational commitment, psychological contracts, and personal need assessment in the strategic training process. This study was conducted on medical science students in Iran. The result demonstrated that psychological contract acts as a partial mediator in the relationship between affective organizational commitment and strategic training processes.

Ng and Feldman (2011) in a study entitled “Affective organizational commitment and citizenship behavior: Linear and nonlinear moderating effects of organizational tenure,” concluded that organizational tenure moderated the relation nonlinearly. Pearson correlation and regression has been used. Results of the study there is no effect on organizational tenure

Stephen Jaros (2011) “Meyer and Allen Model of Organizational Commitment: Measurement Issues” This paper has highlighted several measurement issues in Meyer/Allen model of commitment, making recommendations to address them. An enhanced model of organizational commitment with revised subscales for AC, NC, and CC has been proposed, aiming at an improved understanding of organizational commitment.

Salehi and Gholtash (2011) in Iran performed a study entitled “The relationship between job satisfaction, job burnout and organizational commitment and the organizational citizenship behavior among members of faculty in the Islamic Azad University - first district branches for providing the appropriate model.” In this study, for collecting data five questionnaires of OCB (Graham 1991), job satisfaction, job burnout, and organizational commitment (Meyer and Allen 1991) were applied and regression analysis done; results showed that variables of job satisfaction and organizational commitment had a positive effect on the OCB while job burnout had a negative effect on it. Job satisfaction has a negative effect on job burnout.

Arti Bakhshi, (2011) - study found on“Organizational Commitment as predictor of Organizational Citizenship Behavior” Organizational Commitment was measured using revised version of Organizational Commitment Scale by Allen and Meyer (1997) and organizational citizenship behavior scale developed by Bakhshi and Kumar (2009) was used as an aggregate measure of organizational citizenship behavior. The results of partial correlation analysis showed that all the three components of organizational commitment-Affective commitment, Continuance commitment and Normative commitment were positively correlated with aggregate measure of OCB. Hierarchical Regression analyses showed no significant impact of demographic variables (age, gender, job tenure, marital status and qualification) on aggregate measure of OCB. Among the three components of organizational commitment, only normative commitment has a significant positive impact on aggregate measure of OCB

RESEARCH METHODOLOGY

Research design

The present study used exploratory-cum-descriptive research design(cooper, et al,2003,64-65).Being exploratory –cum-descriptive research, the present study explored the concept of organization citizenship behavior and organizational commitment, its dimensions, and its framework. As far as descriptive research is concerned, the study used primary data, collected through well-structured questionnaire from 400 respondents. Exploratory research was found to be more adaptive for this study to scrutinize(examine) the contemplation(observation)
And challenges of organization citizenship behavior and job satisfaction in petrochemical industry.

Research Population and Sampling

The survey population of this study consists of refinery industry. A judgemental sampling method was used to draw 390 samples. The sample comprised of 144 females and 246 male workers. Most of the respondent populations fall under the age group of 26 to 35 years. Significant employees who are respondents are at manager level with a work experience of 6 to 10 years.

Method of Data Analysis

Data collected for this study is processed manually through coding and then entered electronically into a statistical package for social sciences SPSS. The use of statistical distributions Organizational Citizenship Behaviour and organization commitment Demographic Factors among refinery workers such as tables and figures showing frequencies and percentages were adopted in the study. The hypotheses stated in the study were subjected to regression, t-Test statistics for independent samples and one way ANOVA.

Data collection

The primary data has been collected through structured questionnaire on the basis of five point likert scale from strongly agree to strongly disagree i.e. 5 to 1. The data were collected through a well structured questionnaire from refinery and was made to obtain unbiased and error-free responses from the participants.

Research Tools

In the present study, the data were analyzed through various statistical tools and techniques like t-test, simple linear regression, logistic regression and one way anova. For the purpose, the statistical package for social sciences (SPSS) version 22.0 software was used. Interpretation of data was based on rigorous Exercise aiming at the achievement of the objectives of the study and findings of the existing studies. The main aim to perform test on data is to evaluate the data.

Hypothesis

Hypothesis 1:

H₀₁: There is no relationship between organizational commitment and organizational citizenship behaviour predictors at employee level of Refinery Industries.

Vs.

H₁₁: There is a relationship between organizational commitment and organizational citizenship behaviour predictors at employee level of Refinery Industries.

Inference: Regression model is used to see the significant effect of organizational commitment and organizational citizenship behaviour relationship at employee level of Refinery Industries. Significant effect is being found to have no significant relationship with organization commitment. Therefore, regression analysis is being done on the predictors in order to test the significant cause and effective relationship between these predictors. Dependent variable in the regression analysis is organization commitment and independent variable is organization citizenship behaviour. Regression model is being expressed as follows:

OCB = α + β₁ × (OC)
Result of the regression analysis is shown in the below table

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
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<td>.158</td>
<td>.156</td>
<td>.6805</td>
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</tbody>
</table>

a. Predictors: (Constant), OC

![ANOVA Table]

![Coefficients Table]

Inference

Result indicates that the p-value (0.000) of the slope coefficients of t statistics (8.239) is greater than 5% significance level. Therefore, at 95% confidence level, we accept the null hypothesis of no significant effect of Organization Commitment on Organization Citizenship Behaviour. Results concluded that the slope coefficients of the independent variable Organization Commitment are .508. This means that no significant relationship has been observed in Organization Commitment on Organization Citizenship Behaviour.

It assumes that, higher levels of system-level trust will be associated with higher levels of organizational commitment. The F-statistic 72.710 with p-value 0.000 indicates that the model is statistically significant. The R square of only 0.397% indicates that 39.7% of variance of organization commitment in refinery industry employees can be explained with the help of OCB. Therefore, it is concluded that there is a significant relation between these two predictors (Organization Commitment and Organization Citizenship Behaviour) and that’s why Organization Commitment is a significant important factor which contributes directly to the OCB of refinery industry employees. The results of this study showed that OCB could be conceptualized as two distinct constructs of OCBO and OCBI. Higher levels of organization commitment are associated with higher levels of OCB for refinery industry employees.
Conclusion

Higher levels of organization commitment are associated with higher levels of Organization Citizenship Behaviour. Organization Commitment is an important variable in understanding Organization Citizenship Behaviour. Organization Citizenship Behaviour is increasingly acknowledged as a baseline factor in organizational commitment and deserves the attention of refinery industry employees. A focus on strengthening the organization is dependent on Organization Citizenship Behaviour.

H₀: There is no significant effect of the organizational commitment’s perceptions on predicting their organizational citizenship behaviour.

Vs.

H₁: There is a significant effect of the organizational commitment’s perceptions on predicting their organizational citizenship behaviour.

Inference: Regression model is used to see the significant effect of organizational citizenship behaviour on Civic Virtue, Altruism, Courtesy, Conscientiousness and Sportsmanship at employee level of Refinery Industries. There is no significant effect is being found to have positive significant relationship with organization commitment. Therefore, regression analysis is being done on the predictors in order to test the significant cause and effective relationship between these variables. Dependent variable in the regression analysis is organization citizenship behaviour and independent variable is Civic Virtue, Altruism, Courtesy, Conscientiousness and Sportsmanship. Regression model is being expressed as follows:

Organization Citizenship Behaviour = α + β₁ × (Civic Virtue) × (Altruism) × (Courtesy) × (Conscientiousness) × (Sportsmanship)

Result of the regression analysis is shown in the below table

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
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<td>.206</td>
<td>.196</td>
<td>.51982</td>
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ᵃ. Predictors: (Constant), Civic Virtue, Altruism, Courtesy, Conscientiousness, Sportsmanship

ANOVAᵃ

<table>
<thead>
<tr>
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<th>Sum of Squares</th>
<th>df</th>
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<td>.270</td>
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<tr>
<td>Total</td>
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<td>389</td>
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</table>

ᵃ. Dependent Variable: OC

ᵇ. Predictors: (Constant), Civic Virtue, Altruism, Courtesy, Conscientiousness, Sportsmanship
Coefficientsa

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
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<td></td>
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<td>Courtesy</td>
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<td>Sportsmanship</td>
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<td>Conscientiousness</td>
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</tr>
<tr>
<td>Civic Virtue</td>
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<td>.023</td>
</tr>
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</table>

a. Dependent Variable: OC

Inference

Result indicates that the p-value (0.000) of the slope coefficients of t statistics (17.310) is greater than 5% significance level. Therefore, at 95% confidence level, we accept the null hypothesis and there is no significant effect of the organizational commitment’s perceptions on predicting their organizational citizenship behaviour. Results concluded that the slope coefficients of the independent variable Organization Commitment are .269. This means that significant positive relationship has been observed in Organization Commitment on Organization Citizenship Behaviour.

It assumes that, higher levels of system-level trust will be associated with higher levels of organizational commitment. The F-statistic 19.948 with p-value 0.000 indicates that the model is statistically significant. The R square of only 0.454% indicates that 45.4% of variance of organization commitment in refinery industry employees can be explained with the help of OCB. Therefore, it is concluded that there is a significant relation between these two variables (Organization Commitment and Organization Citizenship Behaviour) and that’s why Organization Commitment is a significant effect of the organizational commitment’s perceptions on predicting their organizational citizenship behaviour of refinery industry employees. The results of this study showed that OCB could be conceptualized as two distinct constructs of OCBO and OCBI. Higher levels of organization commitment are associated with the higher levels of OCB for the refinery industry employees.

Conclusion

Higher levels of organization commitment are associated with higher levels of Organization Citizenship Behaviour. Organization Commitment is an important variable in understanding Organization Citizenship Behaviour. Organization Citizenship Behaviour is increasingly acknowledged as a baseline factor in organizational commitment and deserves the attention of refinery industry employees. A focus on strengthening the organization is dependent on Organization Citizenship Behaviour. There is no significant effect of the organizational commitment’s perceptions on predicting their organizational citizenship behaviour has been found in the study.

REFERENCES


6. Psychology of commitment, absenteeism, and turnover. (Richard T Mowday; Lyman W Porter;…1982)


