

The Effect of Job Satisfaction on Organizational Citizenship Behavior: A Study on Private Commercial Banks (PCB) of Mymensingh

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Abstract

This study tries to show the effect of job satisfaction (job satisfaction factors) on the actions of organizational citizenship among the employees of private commercial banks of Mymensingh District of Bangladesh. The study was conducted through a field survey of the private commercial banks with 100 respondents. A well-structured questionnaire in a combination of both open ended and close ended has been developed by the researchers and administered to the respondents to collect data. After collecting the data from the field, an extensive statistical analysis is done by the researchers to find out the research objectives. The study finds that many of the factors of job satisfaction are sufficiently available in the banks. It also identifies and shows the most driving factors that contribute to organizational citizenship behavior among the employees are Relation with supervisors and peers, Working conditions, Pay and security, Achievement and Advancement and Growth have a significant positive influence on Organizational Citizenship Behavior of the employees in the private commercial banks of Mymensingh district of Bangladesh. The factors Company Policies and Administration and The Work itself among have no major impact on Organizational Citizenship Behavior of the employees. Contrarily, the factors Responsibility, Status and Recognition have a significant negative influence on the respondents' Organizational Citizenship Behavior.

Keywords: Job satisfaction, Factors, Organizational Citizenship Behavior, Altruism, Private commercial banks.

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I. Introduction

In today's highly global competitive and ever changing business environment, profound changes in the quality of goods and services have emerged. Organizations are constantly trying to find ways to maximize employee's competencies, skills, knowledge and attitude. Hence organizational citizenship behavior is getting worldwide attention from organizations and treated as a key area of management research in the 21st century. It is in essence a voluntarily contributing extra-role to the company that is above and beyond their job duties which covers all the positive behaviors in the company such as assisting colleagues, volunteering, remaining in the office late to carry out on-the-job assignments and show willingness to take on extra work (**Luthans and Youssef, 2007; Soo and Ali, 2017**). However a number of antecedents of OCB's are being studied by the researcher and job satisfaction is the signification of them. It is identified as a key factor for motivating employees towards the achievement of organizational goals and objectives especially in competitive banking sector of Bangladesh. Besides satisfaction of an employee is indispensable which affects directly and indirectly organization's performance and success which is related to whether employees like or dislike his or her job, happy or not. It inherently a sense of employees comfort and positive experience which are related to his or her job. Over and above employees who are satisfied will have high performance thereby improving organizational performance (**Abdullah and Ramay, 2012**) and an organization will be effective and successful if their employees are satisfied, motivated and shows voluntary behavior which leads to maximum profit for the organization.

Whatsoever when an organization has good citizens within the organizations through the OCB. The goals and objectives of an organization will be achieved from the workers working in an organization. The citizenship behavior however supports the growth and profitability of an organization. it will grow and become more profitable when an employee thinks beyond their own interest and formal duties to reach the

organizational goal by raising their helping hands for their colleague. This behavior helps the organization for the smooth functioning of the work and Job satisfaction is considered as a predictor of those performances. In addition to it; a satisfied employee remains positive about their job. Factors such as pay, job itself, supervision of the organization and more could affect employee satisfaction and a satisfied employee will show their citizenship behavior whereas a dissatisfied employee will be reluctant to show their citizenship behavior. Therefore, satisfaction plays an important role in the existence of citizenship behavior in an organization (**Miao, 2011**).

Earlier studies have shown that job satisfaction is directly and indirectly related to the job performance and OCB of employees. This research aims to understand and identify the relationship of job satisfaction on OCB and the impact of job satisfaction on OCB among the employees of different private commercial banks in Mymensingh district of Bangladesh.

Dimension of Organizational Citizenship Behavior

Organ (1983) had identified the five dimensions of organizational citizenship behavior; The five dimensions of OCB is widely practiced by many researchers in the world and apply it as a tool for measuring the OCB. The dimensions are: Altruism, Courtesy, sportsmanship, Civic virtue and Conscientiousness. Altruism refers voluntary action by an employee or individual for assisting the other employees on work or task related problems; Courtesy refers to constructive gestures or behaviors of an employee that help prevent problems for coworkers or colleagues; Sportsmanship refers to abstaining from complain about uncomfortable and unexpected situations; Civic virtue refers to active participation in the political process or governance of an organization and finally conscientiousness refers to carrying out ones duties or work beyond the minimum or normal requirement.

Relationship between OCB and Job Satisfaction

Among job satisfaction and OCB, the presumption is the belief that satisfied employees are likely to engage in OCB. Besides there are many considerable and proved evidence that job satisfaction and OCB are positively related with each other. Positive working relationship among employees would create a positive feeling in them which will arouse employees to involve in OCB. Bateman and Organ (1983) conducted a longitudinal and cross lagged study in which they make a comparison between supervisory ratings of OCB and employee self-reported levels of job satisfaction. They explored that the strongest and positive relationship between OCB and job satisfaction was supervision and promotion. However, their study had inclined many researchers of today to conduct the research on the relations between them and identify the impact of job satisfaction on OCB. The aspect of the measure of job satisfaction determines the relation between job satisfaction and the OCB. The literature analyzed in this area suggests that cognitive or affective satisfaction measures differ in their relative effect on OCB.

II. Literature Review

Tabatabaei, Takapoo and Leilaeyoun (2015) in their study identified the positive relationship between job satisfaction (wage & benefits, job nature, job promotion, supervision and relation with colleague) and organizational citizenship behavior among the nursing staff of social security hospitals in the province of Isfahan of Iran.

Pitaloka and Sofia (2014) conducted their study on the internal auditors of Jakarta and pointed out the fact that satisfied employees tend to perform extra role for the organizations benefit. If employees satisfied with their work, they contributed to the goals, objectives, and maintain their membership in the organization.

According to Gunay (2018) in his study explored that there was an association between job satisfaction and organizational citizenry behavior has been important and optimistic. Both job satisfaction and attitudes about organizational citizenship had a significant impact on employee performance. The four sub dimensions (Altruism, civic virtue, courtesy and gentlemanship) of OCB had a positive effect on employee performance on the financial office employees of Turkey.

Mehboob and Bhutto (2012) in their study found out that there was poor relation between job satisfaction and the dimension of the OCB among faculty members of business institutes of Pakistan. The courtesy and altruism dimensions of OCB were only related with job satisfaction. Their study also advocated that job satisfaction could be a partial predictor of OCB.

Mohammad, Setareh and Hossein (2014) found out that there was an undeniable relation between OCB and life satisfaction in the organization between components of OCB and the life satisfaction. The study also examined the relationship between them and identified that organizational citizenship behaviors were effort by employees above and beyond that was expected in medical science university of Isfahan, Iran.

Shafazawana et al. (2015) in their study explored that there was a significantly positive relation between organizational citizenship behavior and job satisfaction among secondary school teachers of Malaysia. Their

study also supports the findings of Bateman and Organ (1983), and Kim (2006) which indicated that workers experiencing a higher satisfaction level would show a higher level of satisfaction

Mohammad, Habib and Alias (2015) in their study indicated that both extrinsic and extrinsic job satisfactions are positively related with OCBO (Citizenship behavior directed towards organization) but not with OCBI (Citizenship behavior directed towards individuals) among the non-academic staff of University Kebangsaan Malaysia (UKM). They also found out that job satisfaction had an effect on employees' attitude and behaviors particularly towards their organization as a whole rather than by specific colleague(s) or supervisor.

Ferdus and Kabir (2018) in their study pointed out the fact that the employees of the private commercial banks of Bangladesh tend to do more than expected. They also added that there was no significant relationship between OCB and job satisfaction i.e whether employees are committed or not, it does not affect their level of job satisfaction.

Soo and Ali (2017) in their study explored that emotional stress emerged as a barrier for employees to engage in OCB. Bank employees of Malaysia when suffered from high levels of OCB were less likely to contribute and perform OCB.

Monga, Flotman and Cillers (2016) in their study discovered that employee's job satisfaction related positively to their organizational citizenship behavior (OCB) of permanent employees of railway organization in the Democratic Republic of Congo (DRC) and that Job satisfaction positively and significantly predicted (OCB) behavior. satisfaction with pay, satisfaction with promotion, satisfaction with co-workers, satisfaction with supervisor and satisfaction with work itself related significantly to employees' level of altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Chiboiswa, Chipunza and Samuel (2011) conducted their study in Zimbabwe and identified that a relatively weak but positive significant correlation between extrinsic job satisfaction and a dimension of OCB. As job satisfaction increases so will OCB increases. The weak but significant positive correlation found between overall job satisfaction and overall OCB.

Hatami, Esmali and Sajadi (2016) in their study identified the fact that the satisfaction and organizational citizenship behavior among youth and employees of sports department staff in western provinces of Iran is positive and consistent. They also added that job satisfaction affects OCB and predicts citizenship behavior of the employees.

The above literature suggests that, many studies have been carried out in the field of OCB but there is a visible gap that only a few of them are carried out in Bangladesh and also none of them showed the influence of job satisfaction on the organizational citizenship behavior in the banking sector. So this study is an effort to disclose the above crucial issue.

Research Questions

This study gives the answer of the following question.

- 1) What are the level of job satisfaction and citizenship behavior of employees among private commercial banks located at Mymensingh district of Bangladesh?
- 2) Is there any influence of job satisfaction (JS) on organizational citizenship behavior (OCB) of employees of private commercial bank of Mymensingh?

Significance of the Study

Much of the research works have not been conducted in the field of job satisfaction and OCB in the context of Bangladesh. By conducting this study; we will be able to know how crucial role the job satisfaction can play in predicting the citizenship behavior among employees of private commercial banks of Bangladesh. When an organization may assure the satisfaction and citizenship role of employees; the organization will be more effective and successful in achieving the goals and objectives of an organization which leads to maximum benefit for the organization.

III. Objectives Of The Study

The main objectives of the study are to identify the relation and influence of job satisfaction on organizational citizenship behavior among the employees of private commercial banks located at Mymensingh district of Bangladesh.

The specific objectives are:

1. To show the demographic profile of the respondents;
2. To identify the level of job satisfaction among the employees of private commercial banks (PCB) of Mymensingh.
3. To identify the nature of organizational citizenship behavior of employees of private commercial banks (PCB) of Mymensingh.

Conceptual Framework and Hypothesis of the Study

This study tries to demonstrate the relationship and impact of job satisfaction (Based on Herzberg two factors theory: Hygiene and Motivational factors) on organizational citizenship behavior (Organ 1983; findings of the five dimensions: Altruism, Courtesy, sportsmanship, Civic virtue and Conscientiousness) among employees of private commercial banks of Mymensingh district of Bangladesh. It is conceptualized that the job satisfaction has a positive relation and it has a good influence on OCB.

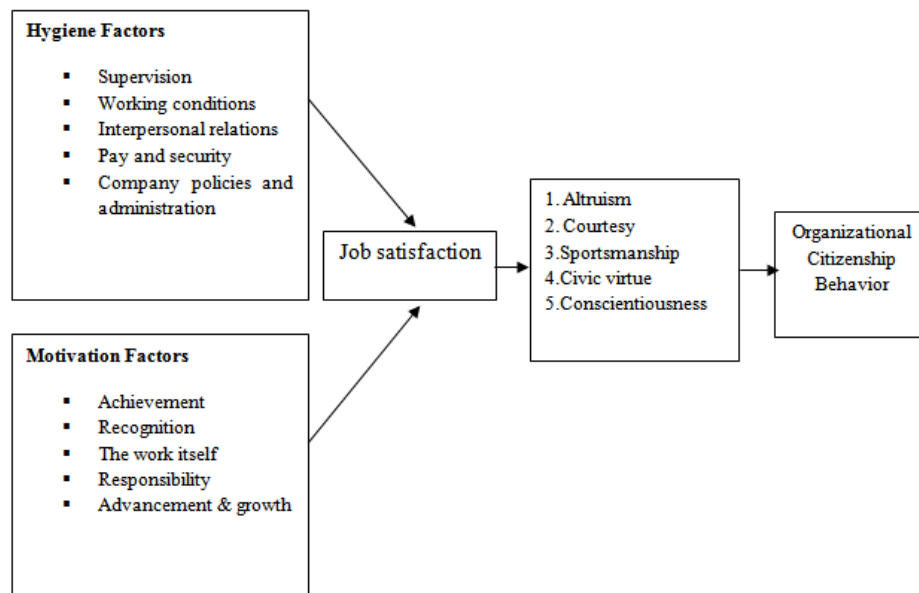


Figure: Conceptual framework of the study

Hypothesis

This study draws the following hypothesis to test:

There is a significant influence between the factors of job satisfaction on the organizational citizenship behavior of the respondents.

IV. Materials And Methods

Data Collection: Tools and Respondents

Both primary and secondary data were used in this study. The data were obtained through a well-structured questionnaire from the randomly selected 100 employees of different private commercial banks of Mymensingh district. The five point Likert-type scale was also used in the study where 1= Excellent and 5= Very Poor.

The questionnaire used in this study is composed of two parts. The first part is job satisfaction which contains 13 questionnaires drawn from the Herzberg's Two factors theory (Griffin, Fundamentals of Management); The second part is organizational citizenship behavior which contains 10 questionnaires drawn from Organ's findings of five dimension of OCB (Organ, 1983).

Pre-Test and Pilot Testing

The study pre-tested the questionnaire to see whether changes are necessary before going for the actual survey. 10 people having the same characteristics of respondents were chosen as respondents in the pre-testing (pilot survey) session. The pilot survey found some important correction areas of the questionnaire such as interpretation of the key and technical concepts, and some possible areas of confusion or ambiguity. The questionnaire was amended based on pre-testing result and removing unnecessary items and confusing words.

Data Analysis Tools

To arrive at the intended analysis, the participants' responses were put into SPSS version 17.0 software and several sets of statistical analyses were performed to interpret the data. Descriptive statistics was used to show the existence of the two-factors in organizations and multiple regression analysis (correlation coefficient) used to analyze the dependence of each individual factor to employees' intention to stay.

Reliability of data

The initial reliability of the items was assessed by computing the Cronbach’s alpha. The closer Cronbach’s alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. George and Mallery (2003) provided the following rules of thumb: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”. Cronbach’s alpha value for all of the variables was .816 (table 1). As the Cronbach’s alpha was much higher than .6 the constructs were therefore deemed to have adequate reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.816	23

Validity of data

A measuring instrument is considered valid when it measures what it is supposed to measure (Kumar, 1999; Sekaran 2003). It involves asking the right questions, following the objectives and, getting the intended information which is relevant. To ensure the validity of data and research instrument researchers did not let go away anything. The data collected from the survey was no more than the opinion of the respondents. With necessary care and caution, questionnaire was administered to avoid the respondent biases. The research instrument questionnaire was formerly pre and pilot tested. The questionnaire was enriched by valuable recommendation of professional in the said field.

Analysis and Results:

Demographic Information of the Respondents

The table below (table 2) shows the demographic information of the respondents:

Table 2: Demographic information of the respondents

Particulars	Percentage	Particulars	Percentage
AGE		JOB NATURE	
20-30	30.7	Permanent	92.3
30-40	50.0	Contractual	7.7
40-50	13.3	Total	100.0
50-60	6.00	EXPERIENCE	
Total	100.0	Below 3 Years	36.0
SALARY		3-6 Years	50.7
Below 50000	79.3	6-9 Years	13.3
50000-60000	13.7	Total	100.0
60000-70000	08.0	MARITAL STATUS	
EDUCATION		Unmarried	20.7
Graduate Level	8.0	Married	72.7
Postgraduate Level	92.0	Divorced	6.6
Total	100.0	Total	100.0

The above table 2 shows that most of the respondents are in the age of 20-40 (80.7%), majority of them get the salary below 50000 (79.3%) per month, almost all (92%) of them have completed the post-graduation and engaged in the permanent jobs (92.3%). The table also reveals that most of the respondents (86.7%) have the job experience of 1-6 years and the majority of them are married (72.7%).

Respondents’ opinion regarding the factors of job satisfaction and the level of their OCB: Following table 3 shows the descriptive statistics for each of the factors of job satisfaction based on the respondents’ opinion:

Table 3: The respondents’ opinion regarding the factors of job satisfaction and the level of their OCB

Particulars	Mean	Std. Deviation
Pay and security (PS)	3.87	1.28669
Working conditions (WC)	2.29	1.09667
Relation with supervisors and peers (RSP)	1.90	1.03763
Status (S)	3.79	1.15444
Company policies and administration (CPA)	2.76	1.23730
Responsibility (R)	3.06	1.88867
Recognition (RC)	4.16	1.23563
The work itself (WI)	3.76	1.53663
Achievement (A)	2.73	1.37185
Advancement and growth (AG)	2.16	1.33269
OCB	2.36	1.33244

Scale: 1 = Excellent, 5 = Very Poor

The above table shows that the lowest mean value for the factors Relation with supervisors and peers (RSP), Working conditions (WC), Company policies and administration (CPA), Achievement (A) and Advancement and growth (AG) are 1.90, 2.29, 2.76, 2.73 and 2.16 respectively. It indicates that as per the opinion the respondents these factors are sufficiently available in their organizations on the other hand, the opinion of the respondents also indicates that, the factors Pay and security (PS) (3.87), Status (S) (3.79), Recognition (RC) (4.16), The work itself (WI) (3.76) and Responsibility (R) are not satisfactory in their organizations. The level of OCB of the respondents shows that it is 2.63 in the scale of 1 to 5.

Influence of the Job Satisfaction Factors on Employees' OCB

This study used the multiple regression analysis to show whether the factors of job satisfaction have any influence on the organizational citizenship behavior of employees of private commercial banks (PCB) of Mymensingh. The output of the analysis and the interpretation are in the following table 4:

Table 4: Influence of the two-factors on employees' OCB

Factors (Variables)	B	Std. Error	t	P
(Constant)	3.044	.432	6.446	.000
Pay and security (PS)	.330	.067	3.52	.005
Working conditions (WC)	.440	.046	1.97	.003
Relation with supervisors and peers (RSP)	.350	.054	3.38	.000
Status (S)	-.455	.084	-2.24	.000
Company policies and administration (CPA)	.035	.046	0.553	.685
Responsibility (R)	-.044	.046	-2.332	.003
Recognition (RC)	-.036	.086	-3.554	.533
The work itself (WI)	.233	.089	0.674	.338
Achievement (A)	.535	.078	5.320	.003
Advancement and growth (AG)	.334	.094	2.556	.000
R = .778 and R ² = .680				
Dependent Variable: Organizational Citizenship Behavior (OCB)				

The above table (table 4) shows the value of the coefficients of the regression model. It shows that the factors Relation with supervisors and peers (RSP) (t=3.38), Working conditions (WC) (t=1.97), Pay and security (PS) (t=3.52), Achievement (A) (t=5.32) and Advancement and growth (AG) (t=2.556) have a significant positive influence on Organizational Citizenship Behavior (OCB) of the employees in private commercial banks (PCB) of Mymensingh. The factors Company policies and administration (CPA)(t=.553), and The work itself (WI)(t=.674) have no significant influence on Organizational Citizenship Behavior (OCB) of the employees because they have the t value less than the threshold (1.96). On the other hand, the factor Responsibility (R)(t=-2.332), Status (S)(t=-2.24) and Recognition (RC)(t=-3.554) have a significant negative influence on the respondents' Organizational Citizenship Behavior (OCB).

V. Conclusion

The results of the study implied that there is an inarguable relationship between job satisfaction and organizational citizenship behavior in the maximum components of job satisfaction (drawn from Two factors theory: Griffin, Fundamentals of Management) and OCB (Organ 1983; findings of the five dimensions). It is also observed that the factors of job satisfaction are adequately present in the banks; the most propulsive factors that contribute to organizational citizenship behavior among the employees are Relation with supervisors and peers, Working conditions, Pay and security, Achievement and Advancement and growth have a significant positive influence on Organizational Citizenship Behavior of the employees in the private commercial banks of Mymensingh but the factors: Company policies and administration and The work itself have no significant influence on Organizational Citizenship Behavior of the employees. On the other hand, the factors: Responsibility, Status and Recognition have a significant negative influence on the bank employees' Organizational Citizenship Behavior. So it can be concluded that when employees are satisfied with the work, they tend to perform extra role for the organization; they also want to contribute to the goals, objectives and maintain their membership in the organization. The findings of this study will bring a new insight to the researchers since a few researches are conducted in this field in context of Bangladesh. It will also help the employees become aware about their jobs and related job satisfaction and membership behavior of an organization which will bring maximum benefit for the organization.

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