RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF AFFECTIVE AND NORMATIVE COMMITMENT

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ABSTRACT

The purpose of the study is to investigate the role of affective and normative commitment in the relationship between job satisfaction (JS) and organizational citizenship behavior (OCB). This descriptive study has been undertaken on a sample of 165 faculty members working in private universities around Chandigarh. The study found that affective commitment partially mediates the relationship between JS and OCB; and normative commitment fully mediates the relationship between JS and OCB. This study will help educational institutions to understand the importance of satisfied and committed faculty in order to ensure citizenship behavior.

Keywords: Affective Commitment, Job Satisfaction, Mediator Analysis, Normative Commitment, Organizational Citizenship Behavior.

1. INTRODUCTION

According to Resource Based View (RBV) concept organizational capital, human capital, and physical capital work as pillar for the organization [1]. Among these, human capital can give the competitive edge to the organizations due to its matchlessness [1]. The behavior of employees in the organization is a major determinant of the success and growth of the organization. Organizational viability in complex, fast changing and turbulent economic times require that employees are committed, satisfied and exhibit citizenship behavior. Organ [2] defined OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”.

In 1988, Organ gave a five-factor model of OCB consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship [2]. Altruism is discretionary behavior that has the
effect of helping a specific other person with an organizationally relevant task and problem [3]. Civic virtue refers to the behavior on the part of employees indicating that they responsibly participate in, are involved in, or are concerned about the life of the organization [2]. Courtesy identifies proactive gestures that are sensitive to the point of views of other job incumbents [2]. Sportsmanship refers to the forbearance of doing some action such as filling petty grievance against the organization [2]. Conscientiousness is the discretionary behavior on the part of an employee that goes beyond the minimum role requirements of the organization [3].

Organ and Ryan’s [4] meta-analysis indicated that employees’ job attitudes – especially job satisfaction and organizational commitment – predicted OCBs better than dispositional factors. Meyer and Allen [5] defined organizational commitment as “a psychological state that characterizes the employee’s relationship with the organization and has implications for the decision to continue membership in the organization”. OC is three-dimensional consisting of affective, normative & continuous commitment. “Affective commitment is positive feelings of identification with, attachment to and involvement in the work organization” and continuance commitment is “the extent to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving” [6]. Normative commitment is “the employee’s feelings of obligation to remain with the organization” [7].

Previous studies have found Job Satisfaction (JS) as another predictor of OCB. Job satisfaction is “the agreeable emotional condition resulting from the assessment of one’s job as attaining or facilitating the accomplishment of one’s job values” [8]. JS relates to employees’ feelings, perceptions about the job and their experiences on work [9]. In simple words JS is the extent to which people like or dislike their jobs.

1.1 REVIEW OF LITERATURE

Bateman & Organ [10] were pioneers of the term “Organizational Citizenship Behavior” (OCB). Organizational citizenship behavior is likely when workers are satisfied with their jobs [11]. Lapierre and Hackett [12] found a strong relation between JS and OCB in a structural equation model study. This view was in contrast with the findings given by Mehboob & Bhutto [13], who found that JS was not a significant predictor of OCB. Ciboiwa et al. [14] found that there is a weak but significant positive relationship between job satisfaction and all dimensions of OCB.

One of the attitudinal measures that correlate with OCB is Organizational commitment [4]. Earlier O’Reilly and Chatman [15] observed that organizationally committed employees are more likely to exhibit organization serving behavior. Similar opinion was given by Zeinabadi [16] who found that organizational commitment is one of the factors which foster OCB among employees. In contrast to the above mentioned studies Williams and Anderson [17] found that OC was not a significant predictor of OCB.

Employees Commitment with organization is widely affected by their satisfaction which is the dominant predicator of commitment within work place [18]. JS is significantly linked with commitment to the firm [19]. Al-Hussami [20] found that there is a positive correlation between JS and OC. Lane et al. [21] found that JS has an impact on OC. Further Anis et al, [22] found a positive and significant relation between JS and OC.

1.2 PURPOSE OF THE STUDY

The study has been done in education sector which is undergoing drastic changes due to surplus-supply crisis. During these times, the survival of private universities is highly dependent on their human capital. The three variables under study form an important aspect of employees’ behavior. As discussed in review of literature, the researchers have found a considerable research gap in the studies of these variables. Moreover, no such study has been undertaken in this educational hub of Punjab (Chandigarh). The purpose of the study is to fill this gap and contribute towards the
literature. This study is also an endeavor to provide valuable inputs to educational institutions in their march toward excellence by having committed and satisfied employees exhibiting citizenship behavior.

1.3 HYPOTHESES
For studying organizational citizenship behavior, we tested the following hypotheses:

H1: Job satisfaction predicts organizational citizenship behavior.
H2: Job satisfaction predicts affective commitment.
H3: Job satisfaction predicts normative commitment.
H4: Affective commitment predicts organizational citizenship behavior.
H5: Normative commitment predicts organizational citizenship behavior.
H6: Affective commitment has a mediating role on the relationship between job satisfaction and organizational citizenship behavior.
H7: Normative commitment has a mediating role on the relationship between job satisfaction and organizational citizenship behavior.

2. RESEARCH METHODOLOGY

Descriptive research design has been used in this study. The present study is conducted in the education sector of Punjab. Population for the study is faculty working in private universities around Chandigarh. Total of 200 questionnaires were distributed among faculty members working in two private universities, out of which 165 responded back (response rate = 82.5%). Data was collected by means of simple random sampling through a structured questionnaire employing standardized research tools. Meyer et al. [23] questionnaire was used for affective and normative Commitment. For measuring Job satisfaction, scale developed by Hackman & Oldman [24] was used. The standardized questionnaire developed by Bakshi & Kumar [25] was used for OCB. Besides, information was also sought on demographic variables.

Sample included 59% males and majority (76%) was married faculty. Maximum respondents i.e. 58% were in the 30-40 years category, followed by 34% in the age group of 20-30 years and 8% fell in 40-50 years age group. Only 17% of the respondents were doctorate, majority (61%) were post graduate and rest (22%) were only graduate. 55% of the respondents had 0-2 years experience with their current organization and 34% had been in the organization for 2-5 years and rest 11% had more than 5 years experience.

Correlation and regression was used to analyze the data. Baron and Kenny’s [26] three steps procedure was used to test mediating role of affective and normative commitment in the relationship of job satisfaction and organizational citizenship behavior.

3. DISCUSSION

Table 1, shows the correlation between all the variables within the scope of this study. It has been found that all the variables are correlated. Highest degree of correlation has been found between normative commitment (mediator variable) and OCB (dependent variable). Table 2 and 3 depict R² values which is an indication of proportion of variance in dependent variable due to independent variable. It has been found that JS causes 10.59% variance in OCB and 27.84% variance in AC; and AC causes 29.14% variance in OCB. Hence these results support H1, H2 and H4. JS causes 15.76 % variance in NC and NC causes 96.33 % variance in OCB (Table 4). Thus H3 and H5 are supported.
### TABLE 1: Mean, Standard deviation & Pearson’s Coefficient of Correlation

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>S.D.</th>
<th>OCB</th>
<th>NC</th>
<th>AC</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>3.51</td>
<td>1.32</td>
<td>0.32</td>
<td>0.39</td>
<td>0.52</td>
<td>----</td>
</tr>
<tr>
<td>AC</td>
<td>3.4</td>
<td>1.92</td>
<td>0.53</td>
<td>-----</td>
<td>-----</td>
<td>0.52</td>
</tr>
<tr>
<td>NC</td>
<td>3.02</td>
<td>.87</td>
<td>0.980</td>
<td>-----</td>
<td>-----</td>
<td>0.39</td>
</tr>
<tr>
<td>OCB</td>
<td>2.96</td>
<td>.88</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>0.52</td>
</tr>
</tbody>
</table>

N=165 Level of sig = 5%

Table 2 also shows the result of mediation effect of AC between JS and OCB. In the first step OCB was regressed upon Job satisfaction. It has been found that JS predicts OCB. In the second step AC was regressed upon JS and found that JS ($\beta = 0.36$) is significant predictor of AC. In the third step, OCB was regressed upon AC and found that 28 percent of the variance in OCB is explained by AC. Finally, the effect of AC (mediator variable) on the relationship between JS and OCB was examined. It can be seen that AC ($\beta = .3747$) and JS ($\beta = .0293$) come out to be significant predictor of OCB. With the entry of AC in regression equation, regression coefficient of job satisfaction ($\beta = .0293$) has diminished. This indicates that AC has partial mediating role on the relationship between JS and OCB.

### TABLE 2: Mediating effect of Affective Commitment on the relationship between Job satisfaction and OCB

<table>
<thead>
<tr>
<th>Variables</th>
<th>STEP 1 OCB</th>
<th>STEP 2 AC</th>
<th>STEP 3 OCB</th>
<th>STEP 4 OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>JS</td>
<td>0.1635</td>
<td>0.3602</td>
<td>----</td>
<td>.0293</td>
</tr>
<tr>
<td>AC</td>
<td>--------</td>
<td>--------</td>
<td>0.3972</td>
<td>.3747</td>
</tr>
<tr>
<td>R²</td>
<td>0.1059</td>
<td>0.2784</td>
<td>0.2914</td>
<td>.2947</td>
</tr>
</tbody>
</table>

NOTE: N= 165 Level of significance= 5%

### TABLE 3: Mediating effect of Normative Commitment on the relationship between Job satisfaction and OCB

<table>
<thead>
<tr>
<th>Variables</th>
<th>STEP 1 OCB</th>
<th>STEP 2 NC</th>
<th>STEP 3 OCB</th>
<th>STEP 4 OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>JS</td>
<td>0.1635</td>
<td>0.1942</td>
<td>----</td>
<td>0</td>
</tr>
<tr>
<td>NC</td>
<td>--------</td>
<td>--------</td>
<td>1.0077</td>
<td>1.0374</td>
</tr>
<tr>
<td>R²</td>
<td>0.1059</td>
<td>0.1576</td>
<td>0.9633</td>
<td>.9676</td>
</tr>
</tbody>
</table>

NOTE: N= 165 Level of significance= 5%

Table 3 shows the result of mediation effect of NC between job satisfaction and OCB. NC was regressed upon JS and found that JS ($\beta = 0.194$) is significant predictor of NC. In the next step, OCB was regressed upon NC and found that 96.76 % of the variance in OCB is explained by NC. Finally, the effect of NC (mediator variable) on the relationship between JS and OCB was examined. With the entry of NC in regression equation, regression coefficient of job satisfaction has reduced to zero. This indicates that NC has fully mediated the relationship between JS and OCB. Thus affective
commitment partially mediates the relationship between JS and OCB, and NC fully mediates the relationship between JS and OCB. Hence, H6 is partially supported and H7 is fully supported.

4. CONCLUSION

The present study is an attempt to understand the mediating role of AC and NC in the relationship between JS and OCB. JS and OC have been found as predictors of OCB. The study found support for mediating role of AC and NC in the relationship between JS and OCB. The findings confirm that top management of the organization can enhance OCB in the workplace by ensuring job satisfaction and commitment toward the organization.

One limitation of the present study is the sample size. This study is conducted in only two private universities. The results can further be generalized by increasing the sample size of the study. Furthermore role of other organizational factors like, organizational politics, support, justice, culture and climate as mediator will through more light on the relationship between job satisfaction and organizational citizenship behavior.

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