



Organizational Citizenship Behaviour in Public Sector: Does Job Satisfaction Play a Role

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ABSTRACT

Employees are regarded as an important asset for organizations, however evaluating their job satisfaction (JS) is sometimes dubious. JS has been considered as an important factor effecting employee's commitment, behaviour and attitudes in an organization. Previous research found that different inspiration and motivation do exist between public and private sector employees and this will influence JS over the sectors. Hence, this research aims to determine the perception of JS among public sector employees. Moreover it will identify which facets of JS are the most important drivers of organizational citizenship behaviour (OCB). Evidently, if public officials are satisfied with their jobs they are more likely to present citizenship behaviour for the goodness of employees, organization as well as the nation without expecting any returns. This is a natural reciprocate of gestures and feedback presenting the satisfaction or dissatisfaction of individuals with their job. Therefore the purpose of this research is to examine the relationship between JS and OCB among public sector employees. This study will be conducted in Malaysian Ministry of Women, Family and Community Development and a quantitative research method will be proposed for data collection. This research will help managers and government bodies to understand the factors affecting JS among public sector employees and thus enhance their performance.

Keywords: Job Satisfaction, Organizational Citizenship Behaviour, Public Sector

JEL Classifications: M, M1, M10, M12

1. INTRODUCTION

The importance of work and people often become a great attention to researchers in the field of philosophy. Job satisfaction (JS) has always been considered as the main factor to show the commitment, behaviour and attitudes of employees in an organization. Although many studies have measured how people are satisfied with their job in several organizations but it has a significant difference across cultures (Unal, 2013; Robbins, 2013; Kumari and Rachna, 2011). Global study of JS levels of workers in 23 countries indicates employees in Western cultures have higher level of JS compare to those in the Eastern cultures (Robbins, 2013). However, this study is limited to self-employed people with greater autonomy which may influence their perception of JS factors. Numerous studies have been directed in determining

the relationship between JS and other organizational behaviours (Lumley et al., 2011; Luthans, 2010).

Organizational citizenship behaviour (OCB) might happen at the individual level and is about showing a positive behaviour beyond expectations such as helping colleague even if it is not required, voluntarily for extra jobs, respecting the rules and regulations of the organization as well as having tolerance with occasional work-related impositions and nuisance (Robbins, 2013). JS and OCB are two factors that have been regarded as primary for organizational success (Spector, 1997; Schnake et al., 1995; Henne and Locke, 1985). Shim and Rohrbach (2014) stated that OCB shows a collective engagement and contributes to betterment and effectiveness of an organization. Ibrahim and Aslinda (2013) suggested that employees with high satisfaction were likely to

portray positive behaviours such as OCB as an expression of “pay back” by way of being thankful to the organization.

Currently, there are 1.3 million government employees in Malaysia (Treasury, 2014) in 28 schemes of various services under Public Sector Department. With a huge number of employees, work implementation process might become very tedious and need a total collaboration and support from top management. Therefore, JS is considered as an imperative factor in increasing the government organization work productivity. Not only JS can be expressed verbally or openly, the behaviour of a person can also be an indication of his/her JS or dissatisfaction. Thus, there might be different perceptions of public officials towards their job. Hence, this research is undertaken to determine the perception of JS among public sector employees and to identify which facets of JS is highly correlated with OCB.

Public service motivation scholars have argued that public employees have distinct motivational bases that could lead them to engage in citizenship behaviour (Houston, 2000; Perry, 2000; Crewson, 1997). Several studies have adopted social exchange approaches to examine the influence of justice awareness and perceived supervisory support as important predictors of JS (Coyle-Shapiro et al., 2002; Alotaibi, 2001). Although these approaches are helpful in explaining government employees’ OCB, they are limited in explaining why public employees tend to engage in citizenship behaviour proactively while facing unsatisfactory working conditions. Hence, this study will examine whether JS has influence on OCB dimensions in the public sector. This study focuses on administrative employees from different levels such as support staff, officers and managerial level employee of civil servants in Ministry level.

The findings of this research help the public sector management to improve JS and OCB amongst government employees. Management should take the opportunity to understand these factors as it would help them to consistently create conducive working environment, increase JS that may lead to OCB and subsequently increase performance. Therefore, this study is based on a critical review of JS and OCB, and it will introduces a conceptual framework, in order to find the influence of JS facets on OCB dimensions in public sector.

2. LITERATURE REVIEW

2.1. JS in Public Sector

Many scholars have studied JS based on the work environment, types of work, restriction of role as well as employee values across sectors (Chen et al., 2012; DeSantis and Durst, 1996; Jung et al., 2007; Wright and Davis, 2003). Most of them suggest that intrinsic rewards are likely to be motivating factors for public and non-profit employees. According to Borzaga and Tortia (2006) government employees usually stay with organization because they can fulfil their intrinsic motivation and contribute to society and nation regardless of shortcomings such as gap in pay and lack of resources (Lee and Sabharwal, 2016).

Facets of JS are the degree that employees are satisfied with different aspects of work. Smith et al. (1969) indicated that there

are five facets that are typically used in measuring JS including pay, promotions, relationship with co-workers, supervision or relationship with supervisor, and the work itself. Oshagbemi and Hickson (2003) indicated that pay affect the overall level of JS. Employees want their pay to be fair and adequate in order to meet their needs (Henne and Locke, 1985). Promotion also plays an important role in JS. When people see that promotion decisions are made in a fair, equitable and in line with their expectations, they tend to be more satisfied in their jobs (Robbins, 2013). Besides, a friendly and supporting co-workers are able to improve JS among the employees (Unal, 2013). This is measured by how well employees get along with each other and how well they look up to their fellow employees. On the other hand, employees always want to have a supervisor who is thoughtful and considerate, fair, efficient and honest. They expect to have a chance to participate in decision making (empowerment), and to be recognized, valued and rewarded for a good performance (Henne and Locke, 1985). Moreover, the work itself give satisfaction and value for career advancement. Henne and Locke (1985) stated that most workers want a job that is interesting and important. According to Herzberg theory, the work itself is a basis of the motivator-hygiene theory that relates to job satisfaction or dissatisfaction (Herzberg et al., 1959).

2.2. OCB in Public Sector

OCB are critical in enhancing government organizations’ productivity. At the point of taking part in citizenship practices, public officials; likewise their partners in the private sector, can look for approaches to upgrade organizational performance. In doing so, they would provide better public service and build a better organizational atmosphere. As a result, citizenship behaviours of public employees can improve the welfare of citizens and enhance the image of public organizations (Vigoda and Golembiewski, 2001).

This study specifically adopts the dimensions of OCB from Organ (1997). He defined OCB as “individual behaviour 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.” Based on Organ’s (1997) study, OCB has five dimensions including altruism, civic virtue, conscientiousness, courtesy and sportsmanship. Altruism is defined as helpfulness or simply helping others such as co-workers, clients, associates or bosses (Organ, 1997). Civic Virtue is all about involvement of subordinates and the way they alert such as being up to date with changes within the organization, keeping up with important matters of organization and willingness to contribute actively in its governance (Podsakoff et al., 2000). Conscientiousness is referred to adherence with the standards, guidelines and regulations of the organization. Courtesy involves helping others by taking steps to avoid problem among colleagues as well as consulting before taking actions (Mohammad et al., 2011). Finally sportsmanship is conduct of individuals who do not complain about unimportant matters. According to Podsakoff et al. (2000) as cited from Lo et al. (2009), good sportsmanship would boost the determination and the morale of the work group.

2.3. The Relationship between JS and OCB

Previous literature on the relationship between JS and OCB suffers from inconsistent findings. While some studies support the positive relationship between JS and OCB others have concluded that there is no relationship between these variables. Researchers studied the relationship between JS with OCB for two main reasons. First, the norm of reciprocity (Schnake et al., 1995) which occurs when the organization gave the support and the good response to its employees; in return the employee will not hesitate and compelled to give a positive response to the organization. This also consistent with Boulanger (2013) study where he posited that the ranges employees consider in the norm of reciprocity are greatly in the variable of job context and social exchange relationship among co-workers and leaders. Boulanger (2013) also posited that the difficulty of task perhaps will encourage and predicted OCB among employee. The second reason is psychological. When employees are satisfied and receive a positive response from their work, they simply show the pro-social behaviour (Unal, 2013).

According to a study conducted by Bateman and Organ (1983) and Organ and Ryan (1995), there is a strong positive relationship between JS and OCB. Schnake et al. (1995), found that extrinsic JS has a relationship with four dimensions of OCB excluding courtesy. However JS has extra magnitude effects of leader behaviour such as supportiveness of leader and perceived quality on only two out of five OCB's dimensions; altruism and conscientiousness (Schnake et al., 1995). Mehboob et al. (2012), conducted a study among administrative employees of five-selected organization to test the relationship between JS and OCB dimensions. He found a weak positive relationship between JS with all dimensions of OCB. Boulanger (2013) examined the relationship between JS and OCB among executives in Egypt and found that JS (both intrinsic and extrinsic) has a significant and positive relationship with OCB. However there is insignificant relationship with other dimensions of JS such as social, pay, security and growth (Parnell and Crandall, 2003).

In contrast with some of the previous research on JS and OCB, Chen et al. (1998) failed to find a significant relationship between these two variables. They used a single-item scale to measure overall JS and adapted three dimensions of the OCB scale (altruism, conscientiousness and sportsmanship) to create an overall OCB score. O'Driscoll and Randall (1999) did not find any relationship between intrinsic JS and OCB at individual and organizational level. Ngadiman and Ratmawati (2013) found that JS as a whole has no significant relationship with OCB, however promotion and work itself partially influence OCB.

Therefore in order to address this contradiction, the present study develop the following hypotheses to examine the relationship between the five facets of JS (pay, promotional opportunity, the work itself, relationship with co-workers and supervisor) and OCB's dimensions (altruism, courtesy, conscientiousness, civic virtue and sportsmanship) among public sector employees.

3. HYPOTHESIS DEVELOPMENT AND FRAMEWORK

3.1. The Relationship between JS and OCB

Previous studies found that employee satisfaction may lead to treat work and activities as important thus encourage them to perform with high obligation and uprightness (Hakim et al., 2014). There is no open deliberation among researchers on the impact of JS on OCB (Podsakoff et al., 2000). Many studies from various sectors and employment supported the significant relationship between JS and OCB (Ibrahim et al., 2013; Unal, 2013; Mehboob, 2012; Mohammad et al., 2011; Foote and Tang, 2008). Thus, this paper develops the following hypothesis:

H₁: There is a significant positive relationship between JS and OCB

3.2. The Relationship between Facets of JS and OCB Dimensions

Konovsky and Organ (1996) found that there is significant and positive relationship between JS and OCB's dimensions. Whereas Unal (2013) posited that not all facets of JS have positive impact on OCB. Darmanto (2015) found that satisfied employees moderate the relationship between JS and OCB. However in his study, JS is derived from organizational commitment and organizational culture. Therefore this research hypothesized positive relationship between all five facets of JS and OCB's dimensions as follows:

i. Pay and OCB dimensions

According to Sulistiyani (2014), government employees' income is mainly based on salary whereas private sector employees gain salary plus other incentives. Therefore, government employees conceivably withhold OCB for the relative equal income with others and perform minimal efforts as requested by the organization. According to Lee and Sabharwal (2016) the effectiveness of pay as a determinant of JS differs across sectors. According to Unal (2013) the facets of JS derived from pay and job itself will positively influence the exhibition of courtesy. Therefore this paper develops the hypotheses for pay and OCB dimensions as follows:

H₂: There is a positive relationship between pay and OCB

H_{2a}: There is a positive relationship between Pay and Altruism

H_{2b}: There is a positive relationship between Pay and Sportsmanship

H_{2c}: There is a positive relationship between Pay and Courtesy

H_{2d}: There is a positive relationship between Pay and Conscientiousness

H_{2e}: There is a positive relationship between Pay and Civic Virtue.

ii. Promotion and OCB dimensions

According to Tzafrir and Hareli (2009), employee who perceived difficulties to get promotion shows high OCB compared to those who perceive promotion is easy. According to Boulanger (2013) OCB in working environment are perceived as behaviours that positively influence the workforce productivity and are not measuring in terms of performance or rewarding. A study on managers of a public bank in Ankara indicated that satisfaction with the work itself and promotion will effect OCB (Unal, 2013). This is also

consistent with study by Ngadiman and Ratmawati (2013) among lecturers suggested that promotion and the work itself are the strongest facets that influence OCB. So, this paper develops a hypothesis for promotional opportunity and OCB dimensions as follows:

H₃: There is a positive relationship between promotion and OCB

H_{3a}: There is a positive relationship between Promotion and Altruism

H_{3b}: There is a positive relationship between Promotion and Sportsmanship

H_{3c}: There is a positive relationship between Promotion and Courtesy

H_{3d}: There is a positive relationship between Promotion and Conscientiousness

H_{3e}: There is a positive relationship between Promotion and Civic-Virtue.

iii. Co-workers and OCB dimensions

According to Unal (2014) good relationship with co-workers is positively related to altruism and civic virtue. Ladd and Henry (2000) found a positive significant relationship between co-workers and conscientiousness. Individuals with high personality of this attitude often tempted to do the right thing and obey the rules and may lead to OCB (Kamdar and Van Dyne, 2007). Consistent with the previous findings, this paper develops the following hypotheses:

H₄: There is a positive relationship between co-workers and OCB

H_{4a}: There is a positive relationship between Co-Worker and Altruism

H_{4b}: There is a positive relationship between Co-Worker and Sportsmanship

H_{4c}: There is a positive relationship between Co-Worker and Courtesy

H_{4d}: There is a positive relationship between Co-Worker and Conscientiousness

H_{4e}: There is a positive relationship between Co-Worker and Civic-Virtue.

iv. Supervisor and OCB dimensions

According to Tang and Ibrahim (1998), supervisors' consideration is related to both altruism and compliance. Thus, observing supervisor's behaviour on the job may encourage employees to perform OCB. Therefore the following hypotheses has been developed to examine the relationship between supervisors and OCB dimensions:

H₅: There is a positive relationship between supervisor and OCB

H_{5a}: There is a positive relationship between Supervisor and Altruism

H_{5b}: There is a positive relationship between Supervisor and Sportsmanship

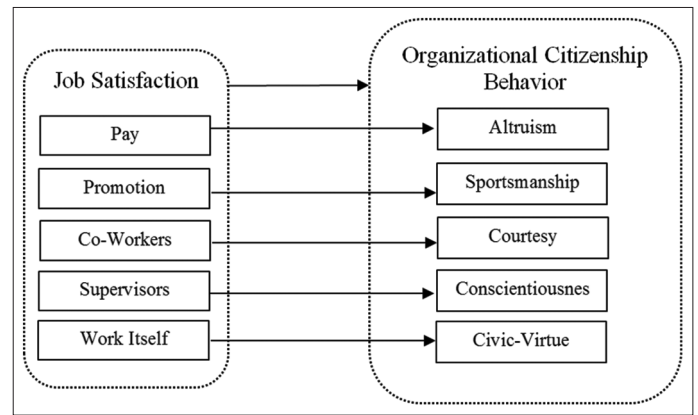
H_{5c}: There is a positive relationship between Supervisor and Courtesy

H_{5d}: There is a positive relationship between Supervisor and Conscientiousness

H_{5e}: There is a positive relationship between Supervisor and Civic-Virtue.

v. Work itself and OCB dimensions

Figure 1: Conceptual framework



According to Unal (2014) the work itself has consistently been related to three OCB dimensions including altruism, courtesy and civic virtue. Boulanger (2013) suggested that the difficulty of task perhaps will encourage and predict OCB among employees. Thus if individuals have high social exchange, they would reciprocate assistance regardless of the job difficulties. Hence the following hypotheses has been developed to address the above-mentioned relationship.

H₆: There is a positive relationship between work itself and OCB

H_{6a}: There is a positive relationship between Work itself and Altruism

H_{6b}: There is a positive relationship between Work itself and Sportsmanship

H_{6c}: There is a positive relationship between Work itself and Courtesy

H_{6d}: There is a positive relationship between Work itself and Conscientiousness

H_{6e}: There is a positive relationship between Work itself and Civic-Virtue.

In line with the abovementioned hypotheses, the following conceptual framework has been developed to investigate the relationship between JS facets and OCB dimensions (Figure 1).

4. CONCLUSION

The purpose of this research is to investigate the relationship between JS and OCB focusing on public officials. The findings of this research will help the public sector to improve the organisation performance and create positive value to the employees in line with the dimensions of OCB. Besides, this study will also identify which facets of JS are capable of conferring a greater impact on the employee to perform OCB. This occurs when JS is often regarded as a major contributor to employee performance as well as the level of commitment. With this, the organization and the employer might be able to identify factors that can affect an individual employee's commitment to the organization which is important for developing and maintaining a healthy culture in the organization.

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