Job Satisfaction and Organizational Behavior among IT Professionals: An Empirical Study

P.Jacqueline[1], Dr.S,Akilandeswari[2]

[1]Research Scholar, GR Damodaran Academy of Management

[2]Assistant Professor, Department of Management Sciences, Government Arts, Coimbatore

Abstract- This study is aimed to assess intrinsic job satisfaction and extrinsic job satisfaction, and to test the strength of the relationship between these two with organizational citizenship behavior (OCB). The present study is an empirical study that collected 261 responses from IT employees in Coimbatore by using a well-structured questionnaire to test the hypothesis. The study found that both the facets of job satisfaction - intrinsic and extrinsic – had significant positive correlation OCB. In the regression analysis it is found that that the extrinsic job satisfaction predicts the OCB (β=0.243) higher than the intrinsic job satisfaction (β=0.179). The findings of the study are used to give an additional concentration on to enhance the level of OCB among the IT employees.

Index Terms: Extrinsic Job Satisfaction, Intrinsic Job Satisfaction, Job satisfaction, Organizational Citizenship Behavior.

INTRODUCTION

Organizational Citizenship Behavior (OCB) has been a major area in the paradigm of psychological research and management research for the past three decades. This citizenship behavior is a key to the successful survival of any organization (Organ, 1988). Hence it is very much needed to find out the antecedents that are positively correlated with this behavior in the organization. The previous studies found that job satisfaction of the employees, their level of commitment, justice, career growth, experience, motivational mechanisms, supervision and the behavior of supervisors are affecting citizenship behavior significantly within the organization (Organ, 1983; Penner, Midili, &Kegelmeyer, 1997). Thus the present study is investigated how OCB is influenced by both intrinsicjob satisfaction and extrinsic job satisfaction of IT employees.

OBJECTIVES OF THE STUDY

The objective of this study is to assess the relationship of two facets of job satisfaction on organizational citizenship behavior in the context of IT companies.

THEORETICAL BACKGROUND

Organ (1988) defined OCB as "the employees work related behaviors that are optional, not identified with the formal organizational reward system, but to promote the organizational effectiveness". In recent human resource management trends, OCB is treated as a one of the important indicator needed by an organization in a formal description(Mohammad, Habib, & Alias, 2011). In addition OCB imitates those works done by employees that outperform the minimum responsibilities in the organization and for the success of colleagues, peers, other stake holders, in simply the whole organization as well (Lovell, Kahn, Anton, Davidson, Dowling, et al., 1999).

The researches into OCB started before three decades (Bateman & Organ, 1983; Smith et al., 1983), during that origin the OCB found with two dimensions namely general compliance and altruism (Bateman & Organ, 1983). Later in the literature so many researches made and brought more lights on the various dimensions of the OCB. In the year of 1988, Organ developed five factors model of OCB included Altruism (self-sacrifice), civic virtue (behavior of safeguarding the important issues), conscientiousness (respecting the norms of the organization, courtesy (hearing peers suggestions); and sportsmanship (no compliances). Followed that Organ, in 1997, reclassified the OCB components into three dimensions namely helping, courtesy, and conscientiousness. Williams and Anderson (1991) developed two factors OCB model consisted behaviors among the individuals who are working in the organization like courtesy and altruism (OCBIA) and behaviors benefitting the organization

altogether, such as conscientiousness, sportsmanship and civic virtue (OCBO).

Organ (1988) found that elevated levels of OCB must bring about a more effective organization and helps to bring new prospects into the organization. Organ further defined that "securing needed resources refer not only limited to the attraction of new members or raw materials, rather it also includes such intangible elements as organization's good will, or the external image of the organization". In this regard, how customers sees the company's output could be an outer examination of the viability that is brought about by OCB.

Previous studies in regards to the antecedents of OCB concentrated on employees' frames of mind, auras, and supports from their heads. But in recent times, different factors have been explored in predicting OCB. Employees' job satisfaction, perceived organizational justice, commitment, personality, job nature and the behaviors of team heads are the major antecedents of OCB. These causes are used to estimate the OCB at overall and OCB at individual levels (Asiedu, Sarfo, & Adjei, 2014). This study will try to assess the relationship between job satisfaction and OCB, since lake of studies were conducted in this regard from the south Indian IT employees' point of view.

It is widely acknowledged that job satisfaction is one of the key variable to the to establish the psychological outcome of the workers; accordingly, it has noteworthy impact on work related behaviors, for example, efficiency, poor attendance, intention to quit and relationship among the workers(Muthukumaran & Latha, 2007). It additionally assumes a significant rolefor the success of the organizations (Aronson, Laurenceau, Sieveking, and Bellet, 2005). According to Locke (1983) "jab satisfaction is a pleasure of positive emotional state resulting from one's job experience". He insisted in this definition of both cognitive and affective elements which cause positive or negative frame of mind about the employees' jobs. Arvey, Bouchard, Segal, & Abraham (1989) ensured that the employees' job satisfaction is all about fulfilling someone's psychological contract.

The job satisfaction is classified into two groups as intrinsicjob satisfaction and extrinsic job satisfaction (Smith, Kendall &Hulin, 1969). Intrinsic job satisfaction begins from inside the individual and have psychological worth. Such fulfillments are basically self-directed. Interestingly, the reasons forare depended on their working environment. These causes are not in the control of an individual's hand, say for an e.g., job security. There are reasonable number of theoretical evidences are available in the previous studies to for the significant positive relationship between employees' job satisfaction and their level of OCB (Smith et al., 1983; Organ &Konovsky, 1989; Moorman, 1993; Morrison, 1994). Bateman and Organ (1983) found a statistically significant and positive correlation between the job satisfaction and overall OCB. On the adequate support of the review of literature, the study has developed the following hypothesis as,

H_{01}: *There is no relationship between intrinsic job satisfaction and OCB of IT employees.*

H_{02}: *There is no relationship between extrinsic job satisfaction and OCB of IT employees.*

CONCEPTUAL FRAME WORK

With the support of the previous studies, the current study proposed a conceptual frame work. Figure 1 presents the conceptual frame work which explains the relationship between the intrinsic and extrinsic job satisfaction, and OCB.
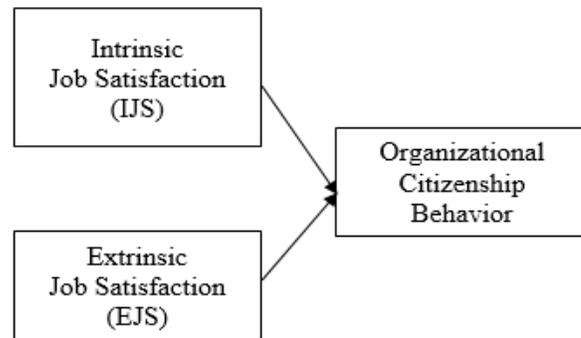

Figure 1 The proposed conceptual frame work

METHODOLOGY

The study is empirical in nature, a total of 300 questionnaire were issued randomly to the IT employees in Coimbatore. The study used OCB scale contains 15 items that developed by DiPaola,Tarter & Hoy (2004). To assess the intrinsic job satisfaction and extrinsic job satisfaction a shortened version of MSQ which contains 20 items constructed by Weiss, Dawis, England, and Loftquist (1967) was adopted. The Cronbach's alpha values for intrinsic job satisfaction, extrinsic job satisfaction, and OCB were 0.89, 0.77 and 0.72 respectively. The Karl Pearson's coefficient of

correlation was (r) employed to assess the direction and amout of relationship between job satisfaction and organizational citizenship behavior (OCB). Multiple regression was also used measure the variances attributed by intrinsic and extrinsic job satisfaction in OCB.

DATA ANALYSIS AND INTERPRETATION

A total of 300 questionnaires were circulated among the samples, out of which 261 complete sets were returned back with the response rate of 87%. The rest of the responses were rejected due to the incomplete of the parameters.

Table 1 Personal profile of respondents

Variables (N = 261)		N	%
Gender	Male	174	66.7
	Female	87	33.3
Age	21-30	177	67.8
	31-40	77	29.5
	41-50	7	2.7
Year of experience	Less than 3 Years	128	49.0
	3-5 Years	74	28.4
	5-7 Years	26	10.0
	Above 7 Years	33	12.6

Among the total respondents 66.7% were male and 33.3% were female. About 67.8% of the participants involved in the study were in the age group of 21 to 30 years, followed by 29.5% were aged between 31 and 40 years old and 2.7% of the respondents were in the age of 41 to 50 years. In terms of experience 49% of the participants had worked in the IT industry less than 5 years, whereas 28.4% of them had worked 3 to 5 years; the remaining respondents (22.6%) had more than 5 years of experience (Table 1).

CORRELATION ANALYSIS

Pearson's r value was used to find out the relationship between the job satisfaction (independent variable) and the OCB. Table 2 presents the mean, standard deviation, reliability value (Cronbach's alpha), and the correlation value among the independent and dependent variables.

Table 2 Correlation analysis

	Mean	SD	α	IJS	EJS	OCB
Intrinsic job satisfaction	4.07	.687	.89	1		
Extrinsic job satisfaction	4.07	.684	.77	.642[a]	1	
OCB	4.09	.425	.72	.541[a]	.577[a]	1

[a] - significant at 1% level.

H_{01}: There is no relationship between intrinsic job satisfaction and OCB of IT employees.
It was hypothesized that there is no relationship exists amongintrinsic job satisfaction and OCB. The r value (+0.541) shows that there is a positive correlation among the two variables, which is significant at the 0.01 level, thus H_{01} is rejected. It is interpreted that the internal job satisfaction of the employee positively influence his OCB in his work place. This selflessness ensures a high degree of harmony among the employees which is good to the organization's health.
H_{02}: There is no relationship between extrinsic job satisfaction and OCB of IT employees.
It was hypothesized that there is no relationship exists amongextrinsic job satisfaction and OCB. The r value (+0.577) shows that there is a positive correlation among the two variables, which is significant at the 0.01 level, thus H_{01} is rejected. It is interpreted that the external job satisfaction of the employee positively influence his OCB in his work place.

REGRESSION ANALYSIS

A multiple linear regression analysis was executed in this study to predict the overall OCB of the IT employees based on their intrinsic and extrinsic job satisfaction.

Table 3 Model summary

R	0.619
R Square	0.383
Adjusted R Square	0.378
Std. Error of the Estimate	0.33538

Table 3 shows the summary of job satisfaction in estimating the organizational citizenship behavior of the IT employees with R = 0.619, R^2 is 0.383 and adjusted R^2 is 0.378, which implies that 37.8% of variance in OCB can be predicted by intrinsic and extrinsic job satisfaction. These values are suggesting that model is fit enough to estimate the IT employees' OCB based on their level of job satisfaction.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.007	2	9.003	80.044	.000[b]
	Residual	29.020	258	.112		
	Total	47.027	260			
a. Dependent Variable: OCB						
b. Predictors: (Constant), IJS, EJS						

Table 4

ANOVA
The current study calculated ANOVA on job satisfaction that could significantly predict the

employees OCB in IT sector. However, table 4 shows the significant value of 0.000, indicated that ANOVA model is significant fit as it is less than the alpha value of 0.05. This means that the framework used can significantly predict OCBby using their job satisfaction.

Table 5 Regression coefficients

	B	t	Sig. of t
Intrinsic JS	.179	4.545	.000
Extrinsic JS	.243	6.140	.000
Constant	2.369	17.186	.000

The table presents that there is significant with both intrinsic and extrinsic job satisfaction on OCB in terms of t-value and Beta. The t-value of intrinsic job satisfaction is 4.545 and extrinsic job satisfaction is 6.14 in estimating OCB where the p valuesare highly significant at 1% level. Therefore a significant regression equation was found (F $_{(2,258)}$ = 80.04, p<0.000) with an R^2 of 0.33 as the IT employees' OCB is equal to 2.369+0.418IJS+0.243EJS of their job satisfaction.

DISCUSSION

The results showed that intrinsic jab satisfaction has significant positive effect on OCB. This finding is supported by the previous study (Chiu & Chen, 2005). It is obvious that where the employers are taken care of the employees' personal development, growth in their career, the employees will feel very much excited and happy with their organizations. In addition, they committed to respond by rehearsing and exhibiting inspirational frames of mind and practices that will lead to the success of their organization.The findings of this study established that extrinsic job satisfaction is positively correlated with OCB (r = 0.577) and intrinsic job satisfaction is positively correlated with OCB (r=0.541). The regression analysis clearly revealed that the extrinsic job satisfaction predicts the OCB (β=0.243) higher than the intrinsic job satisfaction (β=0.179).

As per the social exchange theory, when employees highly perceive that their employer thinks about salary, pay hike, job security, appreciation, and recognition, they end up with high satisfaction and are additionally ready to respond by communicating and showing uplifting frames of mind and practices. Ultimately, this will be taken the organization to the competitive advantage rather than any specific individual goal. The results of study confirmed with the results of previous researches which they have established job satisfaction as an antecedent to OCB (Shann, 1998; Gaertner, 1999; Testa, 2001; Currivan, 1999). Job satisfaction is related with parts of the workplace and in this way would grow more rapidly, which would require an employee to make a bond with his/her organization. The conceivable clarification is that the employees' job satisfaction is an impression of their positive or negative intent toward the work and the organizations capacity to improve and build the degree of positive emotions while diminishing the negative emotions in the work place by giving them those benefits that are considered as critical to them. Thus, this will affect employees' demeanors and practices, especially towards their organization as a whole instead of a particular team head(s) or manager(s).

CONCLUSION

The findings of the current study have a few ramifications for future research. The findings of the study recommend that IT management should accentuation on their employees' extrinsic job satisfaction to improve their commitment and the overall OCB. It tends to be inferred that this study adds to OCB and job satisfaction by putting lights from the IT employees' context of a metropolitan geographical area. The findings of the study show that both intrinsic and extrinsic job satisfaction are significant factors in anticipating the employees' Organizational Citizenship Behavior. Along with that, need ought to be given to both intrinsic and extrinsic factors that will motivate the employees to be increasingly unconstrained and ready to accomplish the organizational objectives despite the fact that they surpass their proper obligations and duties.

REFERENCE

[1] Aronson, K. R., Laurenceau, J. P., Sieveking, N., &Bellet, W. (2005). Job satisfaction as a function of job level. Administration and Policy in Mental Health Services Research, 32(3), 285–291.

[2] Arvey, R. D., Bouchard, T. J., Jr., Segal, N. L., & Abraham, L. M. (1989). Job satisfaction: Environmental and genetic components. Journal of Applied Psychology, 74, 187–192.

[3] Asiedu, M., Sarfo, J. O., & Adjei, D. (2014). Organisational Commitment and Citizenship Behaviour: Tools To Improve Employee

Performance; an Internal Marketing Approach. European Scientific Journal, 10(4), 288–305. https://doi.org/10.13140/2.1.3661.7923.

[4] Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee citizenship. Academy of Management Journal, 26, 587–595.

[5] Chiu, S. F., & Chen, H. L. (2005). Relation between job characteristics and Organizational Citizenship Behavior: The mediating role of job satisfaction. Social behavior and personality, 36(6), 523-540.

[6] Currivan, D. B. (1999). The causal order of job satisfaction and organizational commitment in models of employee turnover. Human Resource Management Review, 9(4), 495-524.

[7] DiPaola, M. F., Tarter, J. C., & Hoy, W. K. (2004). Measuring Organizational Citizenship in Schools: The OCB Scale. Information Age Publishing, Charlotte, NC.

[8] Gaertner, S. (1999). Structural determinants of job satisfaction and organizational commitment in turnover models. Human Resource Management Review, 9 (4), 479-493.

[9] Locke, E. A. (1983). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), Handbook of Industrial Psychology (1297–1349). Chicago, IL: Rand–McNally College Publishing Company.

[10] Lovell, S. E., Kahn, A. S., Anton, J., Davidson, A., Dowling, E., Post, D., & Mason, C. (1999). Does gender affect the link between organizational citizenship behavior and performance evaluation? Sex Role, 41(5/6), 469–478.

[11] Mohammad, J., Habib, F. Q., & Alias, M. A. (2011). Job satisfaction and organisational citizenship behaviour: An empirical study at higher learning institutions. Asian Academy of Management Journal, 16(2), 149–165.

[12] Moorman, R. H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. Human Relations, 46, 756–776.

[13] Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: the importance of the employee perspective. Academy of Management Journal, 37, 1543–1567.

[14] Muthukumaran, M., & Latha, K. L. (2007). A Study on Turnover Intention among Employees of Commercial Banks in Madurai, Tamilnadu. Pondicherry University.

[15] Organ, D. W. (1983). Job satisfaction and the good soldier: the relationship between affect and employee citizenship. Academy of Management Journal, 26, 587– 595.

[16] Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington Books.

[17] Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. Human Performance, 10, 85–97.

[18] Organ, D. W., &Konosvky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. Journal of Applied Psychology, 74, 157– 164.

[19] Penner, L. A., Midili, A. R., &Kegelmeyer, J. (1997). Beyond job attitudes: a personality and social psychology perspective on the causes of organizational citizenship behavior, Human Performance, 10(2), 111–131.

[20] Shann, M. H. (1998). Professional commitment and satisfaction among teachers in urban middle schools. Journal of Educational Research. 92(2), 67-74.

[21] Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. Journal of Applied Psychology, 68, 653–663.

[22] Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. Journal of Applied Psychology, 68, 653–663.

[23] Smith, P. C., Kendall, L. M. &Hulin, C. L. (1969). The measurement of satisfaction in work and retirement: A strategy for the study of attitudes. Chicago, IL: Rand McNally.

[24] Testa, M. R. (2001). Organizational Commitment, Job Satisfaction and effort in the Service Environment. The Journal of Psychology, 135(2), 226-236.

[25] Weiss, D. J., Dawis, R. V., England, G. W., &Lofquist, L. H. (1967). Manual for the

Minnesota   Satisfaction   Questionnaire. Minneapolis: University of Minnesota.