The Influence of Job Satisfaction on Organisational Citizenship Behaviour in Osun State-Owned Tertiary Institutions

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Abstract

This study was undertaken to examine the importance of job satisfaction and its influence on Organisational Citizenship Behaviour (OCB) in Osun State-owned tertiary institutions with a view to examining the relationship between OCB and improved organisational performance and also the relationship between job satisfaction and organisational effectiveness. A survey method of a correlative type was employed to achieve the research objectives. The researchers designed a questionnaire named Organisational Citizen Behaviour and Employees' Job Satisfaction (OCBEJS) which was used to measure job satisfaction and staff commitment in relation to OCB and this was administered to 200 staff members selected from the Osun State Colleges of Education in Ila-Orangun and Ilesa, as well as Osun State Polytechnic, Iree and Osun State College of Technology, Esa-Oke using a simple random sampling technique. Data were analysed using descriptive statistics. Research questions were answered using frequency counts and tables, while the hypotheses were tested using the Pearson Product Moment Correlation Coefficient at a .05 level of significance. Findings revealed that job satisfaction is very important in determining citizenship behaviours at the selected institutions. It was therefore recommended that participation in OCB could be encouraged by giving priority to all factors influencing employee job satisfaction at the selected institutions.

Keywords: Organisation, citizenship, job satisfaction, behaviour, employee

Introduction

Employee satisfaction, commitment and citizenship behavioural levels within any organisation determine their different levels of performance. It is not surprising then why Becker (2004) remarks that job satisfaction is an important concept which can impact on the labour market's behaviour, as it has a significant influence on job-related behaviours, such as productivity, work effort, absenteeism and turnover rates, and also employee relations. In a similar vein, according to Aronson *et al*. (2005), the physical and mental wellbeing of employees are significantly affected by job satisfaction bearing in mind that such is vital in the improvement of the financial standing of an organisation. It should be noted that an understanding of the job satisfaction of employees is crucial in achieving organisational goals. Hence, Arif and Chohan (2012) opine that when employees do quality work, they are always contented and they have high retention rates, are more committed to the establishment which in turn increased productivity to the benefit of the organization.

Oparinde and Oparinde (2014) opine that managers become knowledgeable about employee behaviour through an understanding of organisational behaviour, and that this is important for the purposes of ensuring cooperation from employees so as to achieve an organisation's objectives. OCB has, therefore, been considered as contributing behaviours which is somewhat voluntary, but capable of increasing organisational performance. OCB refers to the various forms of cooperation and assistance to others which exist that support an organisation's social and psychological contexts.

OCBs are voluntary workplace behaviours which go above one's basic job stipulations and are considered as behaviours that surpass the call of duty, and which have significant effects on the effectiveness, efficiency and profitability of an organisation. Ertürk, Yılmaz, and Ceylan (2004) therefore observe that this can help the survival of an organisation by improving co-worker and managerial productivity, providing superior efficiency in the use of resources and allocation as well as reducing managerial expenses by providing efficient community of organisational activities across individuals. Employee satisfaction has been found to have an impact on and affect citizenship behaviour within an organisation; hence, there is an assumption that employees who are satisfied with their jobs engage in good citizenship behaviour, therefore resulting in increased productivity, and consequently higher profitability.

According to Begum (2005), people are employees and they are important facilitators in the execution of an organisational relationship strategy. OCB is therefore considered to be a behaviour which is discretionary on the part of the employee, and as such is not directly or explicitly recognised within a formal reward system, but in the aggregate promotes the effective functioning of an organisation. OCB is thus behaviour which is optional, not part of formal job stipulations and is not obviously recognised by a formal reward system. According to Ikonne (2015:3287), "employees in different organisations produce different levels of performance under various circumstances according to their satisfaction, commitment and citizenship behaviour level".

OCB has been perceived as enhancing organisational efficiency, effectiveness and general improvement by greasing the social machinery of an organisation, with a view to reducing interpersonal discordance and increasing efficiency. Organ, Podsakoff and MacKenzie (2006:46) submit that "the dimensions of OCB include altruism, courtesy, sportsmanship, civic virtue and generalised compliance. Altruism refers to voluntary actions which help another person with a problem". Todd (2004) opines that altruism is usually interpreted as reflecting the enthusiasm of an employee to assist a fellow worker; also, it is referred to and explained as the unselfishness of an employee towards an organisation. Courtesy involves preventing problems with others as well as avoiding abusing their rights. Sportsmanship means behaviours showing endurance and forbearance without complaining, while civic virtue involves positive behaviours indicating the desire to participate responsibly in the life of an organisation. While explaining civic virtue, Baker (2005) perceives it as responsible and useful participation in the political processes of an organisation. Finally, conscientiousness, or generalised compliance involves voluntary actions above the expected minimum requirements of an organisation in areas of attendance, compliance with work rules and job performance (Redman and Snape 2005). In other words, conscientiousness means a total obedience to organisational rules and procedures, and an awareness of the fact that a person never forgets that they are part of the system (organisation) to which they belong.

Job satisfaction is a major factor in determining employee behaviour towards their organisation; hence, this study examines how job satisfaction can impact on OCB amongst workers of Osun State-owned tertiary institutions and the general performance of these institutions in terms of service delivery.

Statement of Problem

Various researches have been conducted on job satisfaction and OCB, essentially to find out the correlation between the two concepts with findings suggesting a significant impact of job satisfaction on OCB. According to Ehrhart and Naumann (2004), there have been several studies conducted on OCB in various organisational settings. Oshagbemi (2003) posits that many social scientists are in agreement that job satisfaction has to do with the positive emotional reaction of an employee towards a particular job. In the study of Peng, Hwang and Wong (2010) in Taiwan, they observe that discretionary behaviours are not necessarily common or positively viewed by some organisations due to a lack of conducive environments which embrace extra-role initiative. In a similar vein, the participation of members of staff in Osun State-owned tertiary institutions in OCB is not encouraging as these staff members barely tolerate extra-role initiative and independent task accomplishment due to a lack of job satisfaction. Vroom (2000) opines that positive discretionary behaviours at work are technically equivalent to job satisfaction, which is the main thrust of this study.

To therefore give direction to this study, it raised research issues and questions bordering on some factors of job satisfaction and OCB, such as workers having a clear understanding of the goals of an organisation, whether or not workers are given praise and credit for any job well done, and whether there is any limitation on opportunities for personal advancement. Furthermore, it determined a sense of accomplishment between workers; fairness with promotion policies in the workplace; levels of cooperation received from co-workers in the accomplishment of tasks; satisfactory salaries; benefits and other allowances; a conducive organisational climate; fair work conditions; an ability and willingness to help others who have work-related problems or heavy workloads; obedience to rules and regulations of the establishment; and attendance at meetings which are neither mandatory nor statutory but considered very important for the betterment of an organisation.

To further guide this study, provisional and tentative proposals were made in terms of null hypotheses based on the researchers' assumption of better explanations for phenomena involved in the study. Hence, the study examined if there was a significant relationship between job satisfaction and OCB in Osun State-owned tertiary institutions. It also examined if there was a significant relationship between OCB and improved institutional performance in Osun State-owned tertiary institutions.

In this study, therefore, job satisfaction was the independent variable, while OCB was the dependent variable because, according to Ikonne (2015), job satisfaction impacts on OCB, bearing in mind that when people experience positive states of mind, they tend to participate in discretionary citizenship behaviours which can lead to an organisation benefitting from the goodwill of its employees.

Purpose of the Study

Job satisfaction is a significant factor in determining employee behaviour towards their organisations; therefore, the main purpose of this study was to examine the importance of job satisfaction and its influence on OCB in Osun State-owned tertiary institutions and the general performance of these institutions in terms of service delivery.

OCB has great significance in enhancing an individual's job performance within an organisation and hence also overall organisational performance; hence, the study also examined the relationship between OCB and improved organisational performance in Osun State-owned tertiary institutions.

Review of Related Literature

Organizational Citizenship Behaviour (OCB) typically refers to behaviours which positively impact on an organisation or its members. OCB is a way of defending an organisation when it is criticised, as well as enjoining peers to invest in the organisation. It is behaviour which goes beyond routine expectations. This can be achieved by instilling in employees a perception of expertise in their job descriptions with a view to yielding higher outcomes in the long term rather than in the short term for the organisation. Although OCB deals with actions and behaviours not required of workers and not very critical to their jobs, such behaviours are beneficial to the team and encourage even greater organisational functioning and efficiency.

OCB has to do with how and why people contribute positively to their organisations far beyond their expected job descriptions. According to LePine, Erez and Johnson (2002), organisational citizenship emerged in the early 1980s to describe employee behaviour within different organisations' social systems, and because of its growing importance, it has developed into a significant field of study of autonomous and team-based work in place of strict, traditional hierarchies. Hence, understanding OCB is increasingly necessary for the maintenance of organisational social systems and employee roles within them.

Somech and Drach-Zahavy (2004) opine that if someone is following a prescribed role or fulfilling formal job duties, such could not be considered as a demonstration of OCB. OCB behaviours should be activities not formally rewarded by the organization and should be outside the individual's normal work schedules, examples of which include offering a colleague a free ride from work or offering voluntary suggestions on ways to improve a colleague's work. OCBs could be directed towards the organisation and these involve assisting in hiring appropriate personnel to specific duties, suggesting ways of improving workplace facilities, or working overtime without expecting additional pay. Though difficult to cultivate within typical organisational structures, but they are desirable behaviours capable of moving the organization forward.

While examining individuals' OCB, Halbesleben and Bellairs (2015:1) observe that "this can be affected by their predispositions as well as their adaptation to the perceived benefits from this type of behaviour". They point out that because two people exhibit the same form of OCB does not suggest that it stems from the same motivation. Therefore, if two people exhibit courtesy, it could be that one was motivated by image management and the other person by concern for the quality of the work climate. In the same vein, one OCB may serve numerous motives, because the reason why one person may work extra hours may arise from a desire both to contribute to an excellent result and gain attention in anticipation of promotion, with the extra hours scoring benefits both for the individual's status and the quality of the organisation's work, and another person may do so because of satisfactory conduct by management. Thus, Halbesleben and Bellairs suggest that OCBs are selected by individuals in alignment with personal goals, and with how they see their future work selves as "people are motivated to select behaviours that give them the best opportunity to achieve their future goals with respect to work, which often manifests as OCBs" (2015: 1).

While stressing the importance of OCB, Koys (2001) opines that OCB has an impact on profitability of the organization, but not on customer satisfaction. Also, the way an organization treats her employees determine individuals' engagement as a form of reciprocity. "The "best" performing workers produce the strongest link between performance and functional participation, which is a helping type (altruism) of OCB", as found by Turnipseed and Rassuli (2005:231). How an employee perceives an organisation will likely predispose them to either perform or withhold particular discretionary behaviours.

Ehrhart and Naumann (2004) and Organ, Podsakoff and MacKenzie (2006) in their studies of OCB focus on behaviours which go beyond normal and formal job expectations and

consider OCB as being individual behaviour which is voluntary, not directly recognised by a formal reward system, but capable of promoting the efficient and effective functioning of an organisation.

Ikonne (2015:3287) in a study on job satisfaction and OCB of library personnel in selected Nigerian universities submits that "discretionary behaviours are not necessarily common or positively viewed in all organisational settings. Hence, administrators must create an environment which tolerates and embraces extra-role initiatives and independent task design". According to Peng, Hwang and Wong (2010), those in leadership positions should provide increased job autonomy, facilitate employee autonomy, and increase intrinsic and extrinsic job satisfaction, all of which have a positive impact on employee OCB. As such, service-oriented organisations, such as tertiary institutions, may be prime environments for studying citizenship behaviours because the voluntary behaviour of employees there is important.

Aziri (2011) observes that there may not be general agreement on what connotes job satisfaction bearing in mind that several authors have defined it in different ways, given the fact that the concept is complex and multifaceted capable of meaning different things to different people. However, job satisfaction is usually connected with motivation, though satisfaction is not the same as motivation because job satisfaction deals more with attitude, which is an internal state, hence, it cannot be associated with a personal feeling of either quantitative or qualitative achievement (Mullins 2005).

Aziri (2011) further observes that when a job enables an employee's material and psychological needs, such could be as a result of individual's perception of job satisfaction and this is capable of determining efficiency and effectiveness in any organisation. This means that the wants, needs and desires of employees should be given appropriate and adequate recognition within the organization bearing in mind that a satisfied employee will be a happy and a successful worker, capable of contributing significantly to the success of an organisation.

When one considers the many negative consequences of job dissatisfaction, such as disloyalty, increased absenteeism, increased number of accidents, and many others, one will better appreciate the importance of job satisfaction. Bathena (2018) therefore notes that a satisfied employee is not just a retained employee but also a good representative of the organisation, both within and outside, because such an employee can help dispel the apprehensions of others and can defend the organisation in various forums. A satisfied and happy employee becomes loyal and more committed to the organisation and its goals and will go the extra mile to achieve the stated objectives of the organization as well as take pride in their jobs, their teams and their achievements.

Any organisation which treats its workers fairly and with respect can guarantee employee effectiveness, as high levels of job satisfaction can be a sign of positive emotional and mental states in employees. Obviously, how a worker behaves depends on his levels of job satisfaction, this will affect the functioning and activities of an organisation's business, considering the fact that job satisfaction will result in positive behaviour from employees, while dissatisfaction will result in negative behaviour. A dissatisfied employee expresses their negative perceptions more in external forums than internal ones for fear of being reprimanded, and when a serving employee speaks ill of an organisation, it discourages people from joining the organisation and the reputation of the organisation is negatively impacted (Bathena 2018). Job satisfaction remains a very significant part of an employee's lifecycle and motivation to remain loyal to and employed by an organisation.

Among so many factors that can influence job satisfaction are the nature of work; salary; advancement opportunities; management; work groups and work conditions. According to

Bathena (2018), certain factors matter most to employees when it comes to job satisfaction and these include the way an organisation respects its employees, whether people can trust senior management, how secure and clear their career paths are, and of course how fairly they are paid. Organisations which "invest" in these factors become more prosperous and witness long-term gains.

Rue and Byars (2006:259), however, have a different approach regarding the factors of job satisfaction as represented in the figure below:
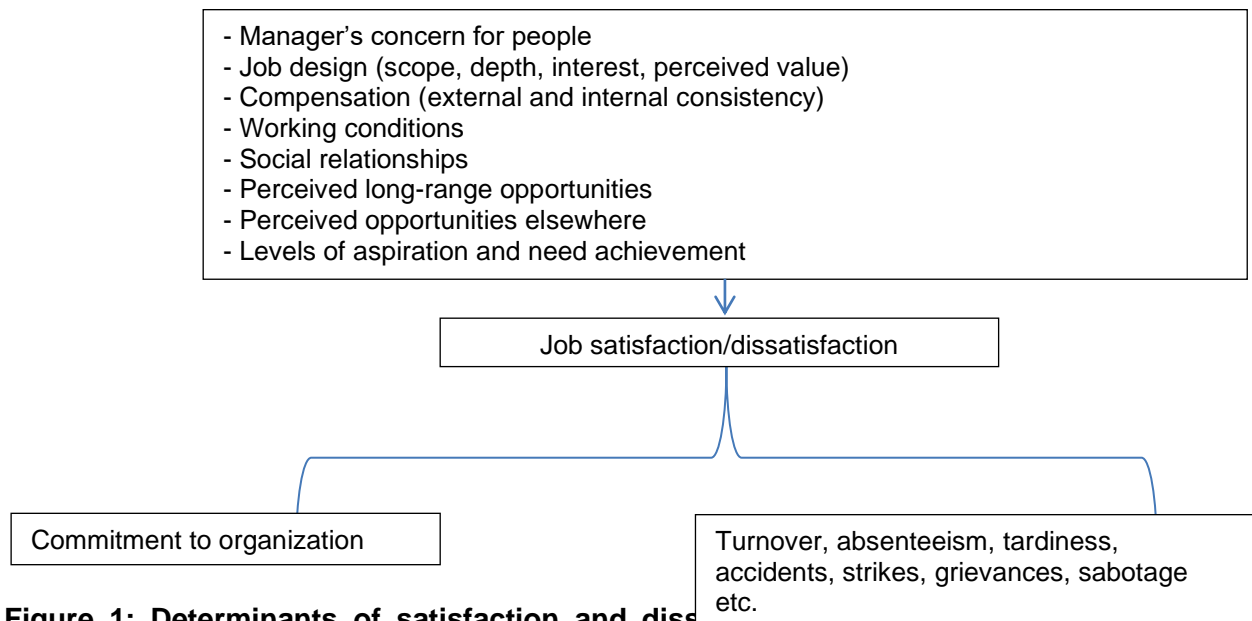

Figure 1: Determinants of satisfaction and dissatisfaction (Adapted from Rue and Byars 2006: 259)

According to the Human Resource Dictionary (2008), job satisfaction has to do with the psychology of an employee, bearing in mind that a happy and contented employee is always motivated to contribute more, while a dissatisfied employee is lethargic, makes mistakes and becomes a burden to an organisation. Hence, compensation and working conditions, work-life balance, respect and recognition, job security, challenges and career growth are factors considered to have a bearing on job satisfaction.

OCB is the willingness to give time to assisting others with work-related problems, evolving means to prevent problems with other employees, and obeying an organisation's rules, regulations, and procedures. These behaviours are perceived to be derived from an employee's positive work attitude, such as that created by job satisfaction.

Oshagbemi (2003) asserts that job satisfaction has to do with a positive emotional reaction of an employee towards a particular job. In keeping with this, Robbins and Judge (2013) perceive job satisfaction as a positive feeling about a job emanating from an evaluation of its characteristics.

Robbins (2000) submits that employees may just want an interesting and important job where they will progress, succeed, and grow, and also have freedom, role clarity, feedback and managers without role conflicts. Employees also wish to have colleagues with similar values who can help in their work achievement. Robbins further maintains that employees enjoy considerate, honest, fair and competent supervisors and wish to have their values respected. Finally, employees wish to be recognised and rewarded for good performance, participate in decision-making and have friendly and supportive co-workers. All of these factors lead to the achievement of increased job satisfaction.

Job satisfaction is assumed to have a positive influence on OCB because satisfied employees are logically perceived to devote their abilities and powers to performing activities which go beyond their formal job descriptions and perform voluntary behaviour within the workplace.

Methodology
The study adopted a descriptive survey research method of a correlational type to achieve the research objective. This enabled the researchers to establish the type of relationship which exists between job satisfaction and OCB.

The population for this study consisted of all six tertiary educational institutions in Osun State. The study is however, limited to four tertiary institutions consisting of two Colleges of Education in Ila-Orangun and Ilesa as well as Osun State Polytechnic, Iree and Osun State College of Technology, Esa-Oke. Simple random sampling technique was used to select 200 out of 1 110 members of staff at the selected institutions. The researchers designed a questionnaire named Organisational Citizen Behaviour and Employees' Job Satisfaction (OCBEJS) which was used to collect data on job satisfaction and OCB. Job satisfaction is the independent variable while OCB is the dependent variable.

The instrument was validated by experts from Obafemi Awolowo University, Ile-Ife and Ekiti State University, Ado-Ekiti, after which it was subjected to a reliability test using the split half method. Pearson's Product-Moment Correlation Coefficient Statistic was used to determine the instrument's reliability, with a coefficient of 67.5.

Data were analysed using descriptive statistics whereby respondents' responses were summarised in relation to the features of the issues raised. Research issues were addressed using frequency counts and percentages, while the hypotheses were tested using Pearson's Product-Moment Correlation Coefficient at a .05 level of significance.

Presentation of Findings
Some of the research issues raised on job satisfaction and OCB are presented in tabular form below:

Table 1: Research issues

S/N	ITEMS/ISSUES	SA	A	SD	D	U	Total
1.	Relationship exists between job satisfaction and OCB	55	122	-	13	10	200
2.	OCB contributes significantly to institutional performance	115	072	-	002	11	200
3.	There is clear understanding of institutional strategic roles	120	003	041	26	10	200
4.	There is opportunity for individual career growth and development	15	61	21	99	4	200
5.	Praises and credits given for a job well done	10	88	30	72	-	200
6.	Satisfactory salaries, benefits and allowances	-	-	187	13	-	200
7.	Conducive institutional climate	31	80	41	48	-	200
8.	Obedience to rules and regulations of the institutions	121	55	05	17	02	200
9.	Fairness in promotion policy within the institution	18	79	4	96	03	200
10.	Increased ability and willingness to help others within the institution	-	24	7	169	-	200
11.	Workers engage in other discretionary activities to move the institution forward	69	08	40	83	-	200

Source: Field Work
Key: SA – Strongly Agreed; A – Agreed; SD – Strongly Disagreed; D – Disagreed; U – Undecided

As found in Table 1 above, respondents agreed that a relationship exists between job satisfaction and OCB. Issues relevant to job satisfaction, as well as OCB were captured, and respondents' reactions analysed as appropriate. Going by the facets of job satisfaction and OCB as shown above (Table 1), a significant number of the respondents expressed dissatisfaction especially on their take-home pay, benefits, allowances, and working conditions which did not allow room for opportunities for individual career growth and development. Dissatisfaction was equally expressed on promotion policies within the institutions, and also the inability of institutions to commend workers for excellent job performance.

While agreeing to have clearly understood the goals of the institutions, respondents' responses in respect to ability and willingness to help others within the institution were negative. With respect to conscientious behaviour, the respondents indicated a high level of citizenship behaviour, which is an indication of obeying the rules and regulations of their establishments but declining to engage in discretionary activities outside their official schedules. In summation, due to the dissatisfaction of respondents regarding their jobs, their OCB suffered considerably.

Hypotheses Testing
Hypothesis 1: There is no significant relationship between job satisfaction and OCB at Osun State-owned tertiary institutions.

Table 2: Relationship between Job Satisfaction and OCB at Osun State-owned tertiary institutions

Variable	N	Mean	SD	Df	Calc. r-value	Critical r-value	Decision
Job Satisfaction	200	15.820	1.54				
				198	0.532*	0.116	Rejected
OCB	200	11.760	1.86				

From Table 2 above, the calculated r of 0.532 is greater than the critical r of 0.116 at a 0.05 level of significance and for 198 degrees of freedom. Hence, the hypothesis which states that there is no significant relationship between job satisfaction and OCB in Osun State-owned tertiary institutions is hereby rejected. This indicates that there is significant relationship between job satisfaction and OCB in Osun State-owned tertiary institutions.

Hypothesis 2: There is no significant relationship between OCB and organisational improved performance at Osun State-owned tertiary institutions

Table 3: Relationship between OCB and organisational improved performance at Osun State-owned tertiary institutions

Variable	N	Mean	SD	Df	Calc. r-value	Critical r-value	Decision
OCB	200	15.580	1.53				
				198	0.328*	0.116	Rejected
Organisational Improved Performance	200	12.460	1.72				

Based on analysis on Table 3 above, the calculated r of 0.328 is greater than the critical r of 0.116 at a 0.05 level of significance and for 198 degrees of freedom. Thus, the hypothesis is hereby rejected. The implication of this is that there is a significant relationship between OCB and improved organisational performance in Osun state-owned tertiary institutions.

Discussion of Findings
This study examined the importance of job satisfaction and its influence on OCB in Osun State-owned tertiary institutions with a view to examining how OCBs can contribute to increased job performance and the realisation of institutional objectives.

The study results in Table 1 show the distribution of answers to the research issues raised. From the study, it was discovered that respondents are generally not satisfied with the constituents of job satisfaction in their institutions, since a significant number of them expressed dissatisfaction with variables covered under job satisfaction, such as satisfactory salaries and benefits, conducive institutional climate, fairness in promotion policies and working conditions which do not allow room for opportunities in individual career growth and development, amongst others factors. This finding is in keeping with the submission of Oshagbemi (2003) who opines that job satisfaction has to do with a positive emotional reaction of an employee towards a particular job.

With regard of OCB, the respondents indicated a high level of citizenship behaviour by obeying the rules and regulations of their institutions but declined to engage in discretionary activities outside their official schedules. The explanation for this is that due to the dissatisfaction of respondents regarding their jobs, their OCB suffered considerably. This finding supports the positions of Vroom (2000), who notes that positive behaviours towards one's job are technically equivalent to job satisfaction, and also Ikonne (2015) who opines that employees at different organisations produce different levels of performance under various circumstances according to their satisfaction, commitment and citizenship behaviour levels.

Table 2 shows a significant relationship between job satisfaction and OCB in Osun State-owned tertiary institutions as the calculated r of 0.532 is greater than the critical r of 0.116 at a 0.05 level of significance for 198 degrees of freedom. This supported the position of Robbins and Judge (2013) that job satisfaction is a positive feeling about a job and is capable of increasing OCB. Similarly, Bathena (2018) believes that a satisfied and happy employee will be more loyal to an organisation and its objectives and go the extra mile to engage in discretionary behaviours to move the organisation forward.

Based on analysis of the data in Table 3, the calculated r of 0.328 is greater than the critical r of 0.116 at a 0.05 level of significance and for 198 degrees of freedom. The hypothesis was therefore rejected, showing a significant relationship between OCB and improved organisational performance in Osun State-owned tertiary institutions. This is in line with the submission of Hannam and Jimmieson (2000) who posit that OCBs are voluntary workplace behaviours which go beyond one's basic job stipulations and are described as behaviours which are above and beyond the call of duty, and which have important effects on the effectiveness, efficiency and profitability of an organisation. The finding also aligns with the position of Begum (2005) that OCB is an employee's willingness to go above and beyond the prescribed roles which they have been assigned, although this is not directly recognised by a formal reward system, but generally promotes the effective functioning of an organisation and enhanced increased productivity.

Conclusion and Recommendations
The study revealed that there is a positive relationship between job satisfaction and OCB. This makes it imperative that job satisfaction is considered important as it could determine

the OCB of members of staff in Osun State-owned tertiary institutions. It is capable of enhancing and increasing organisational effectiveness and efficiency, because employees who are satisfied in their jobs engage more in discretionary behaviours. OCB could be a useful and efficient tool for assisting these institutions in gaining prominent benefits and privileges.

Arising from the findings of the study, therefore, some discretionary behaviours (OCBs) could be encouraged if priority were given to all factors of employee job satisfaction so as to encourage staff to be more proactive and willing to achieve organisational goals without minding if their formal duties and responsibilities are exceeded. If employees are fairly treated through satisfactory salaries, benefits and allowances, a conducive organisational climate, opportunities for individual career growth and development, as well as fairness in promotion policy within an institution, they will be motivated to reciprocate positively and satisfactorily by performing extra roles/behaviours capable of moving the institution towards achieving its overall objectives.

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