The Relationship between Job Satisfaction and the OCB in Fabric Manufacturing Industry in Sri Lanka

Ranasinghe, V.R.
KAATSU International for Undergraduates Studies (KIU), Sri Lanka

Abstract: This study seeks to explore the relationship between job satisfaction and the OCB in Fabric Manufacturing Industry in Sri Lanka. The primary data were collected from 180 executive employees in selected fabric manufacturing companies in Sri Lanka and used a structured questionnaire to measure the variables. The findings of the study were two dimensions of job satisfaction (intrinsic and extrinsic) were positively and strongly correlated with organizational citizenship behavior.

Key Words: OCB, Job Satisfaction, Intrinsic Satisfaction, Extrinsic Satisfaction

1. Introduction

Bergeron et al. (2011), Mohanty and Rath (2012), Nielsen et al. (2012), Noor (2009), Yaghoubi, Mashinchi, and Hadi (2010) and Özturk (2010) pointed out that OCB is one of the inevitabilities for the organizational survival. In the highly competitive environment, an organization has to make enormous endeavor to realize a proper location. Therefore, they bestowed their concentration to decrease the relevant cost of the production and increase the number of sales. Bateman and Organ (1983), Niehoff and Moorman (1993), Organ and Ryan (1995), Podsakoff et al. (2000) stressed that OCB (OCB) has seen as a high level of attraction in the management field. The OCB has been a greater factor to increase the employee performance as well as employee productivity. For that reason, many scholars have studied about the OCB. According to Organ (1988) OCB is a key factor that contributes to the existence of an organization or it is the act of performing the job beyond the job requirements. As Hannam and Jimmieson (2000), OCB described as behaviours that go above and beyond the call of duty. OCB is an individual behavior that is not explicitly or indirectly recognized by the formal reward system and that behavior plays a significant role in the smooth and effective functioning of the organization (Organ, 1988). As Smith, Organ and Near (1983), explain OCB endows with the environment to manage the stressful condition through interdependence. In other way, managers consider OCB as a significant factor when evaluating employee performance (Podsakoff & Mackenzie, 1997). From the other side, many researchers have studied the job satisfaction as a dependent variable to understand the impact of job satisfaction on the OCB. Much attention have been given by the researchers to study the impact of job satisfaction on the OCB of employees for the purpose of identifying the effect of these two variables for the organizational effectiveness (Ikonne, 2013). As Arif and Chohan (2012), performance of the different employees depends on their job satisfaction level and motivational level. According to Cranny et al. (1992) job satisfaction is the emotional response of a worker towards his or her job after a judgment of predictable output with actual output. When employees are satisfied they evidence less turnover rate and devoted to the organizational success (Arif & Chohan, 2012). Gadot and Cohen (2004) pointed out that satisfied employees from the job lead to develop OCB. Among the research studies in the world context, they tried to emphasis the impact of job satisfaction on the OCB. However, little effort has been done by the researchers to find the impact of intrinsic and extrinsic job satisfaction on the OCB of employees (Mohammed, Habib & Alias, 2011). Therefore, this study aims to identify the relationship between OCB and the two variables of intrinsic and extrinsic job satisfaction.

2. Objective of the Study

Job satisfaction of the employees is one of the key factors to determine the OCB and there are different studies which indicated the positive and negative relationship and impact of job satisfaction on the OCB of employees. However, the relationship and impact of job satisfaction on OCB of the employees in the Sri Lankan context is difficult to find out as a research finding. Based on this research gap, this study is to examine the relationship and impact of job satisfaction of executives in the fabric manufacturing industry on their OCB.
3. Organizational Citizenship Behaviour

the usual duties of the job descriptions of the employees. This becomes an informal behavior and it will not be considered in the organizational reward system (Organ, 1988). However, various studies show the positive influence on improving the performance by the OCB of employee (Podsakoff & Mackenzie, 1994; Krilowicz & Lowery, 1996). Bettencourt and Brown (1997) view that OCB has contribute positively to the organizational outcomes such as quality. Literature reveals that OCB has five distinct dimensions. These dimensions are;

1. Conscientiousness: - Organ (1988) defined conscientiousness as the “dedication to the job which exceeds formal requirements such as working long hours”. And people with high OCB report to their job in the worst condition. According to McCrae and Costa (1987) conscientiousness can be related to organizational politics among employees.

2. Altruism:-Voluntary behavior where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstance (Smith, Organ & Near, 1983). Altruism is a useful behavior such as empathy, friendship and compassion (Talachi, Gorji & Boerhannoeddin, 2014).

3. Courtesy: - May-Chiu Lo et al. in 2009 view courtesy as the behavior that prevents problems and tasks the essential step to lessen the results of the problem in future. This dimension indicates that employees give due respect to their supervisors, colleagues and clients (Talachi, Gorji & Boerhannoeddin, 2014).

4. Sportsmanship:-Organ (1988) defines sportsmanship as the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organization setting.

5. Civic Virtue:-These behaviours indicate that staff realize themselves as a part of organization and accept its responsibilities which entail (Talachi, Gorji & Boerhannoeddin, 2014). According to the Organ (1988) civic virtue is employees participation in the political life of the organization which are not really required by the firm and keeping up with the changes in the organization.

The originator of the concept of OCB was Bateman and Organ (1983). According to them, OCB is superfluous job related behavior and it goes beyond

4. Job Satisfaction

The understanding of employee job satisfaction is an important organizational goal (Aronson et al., 2005). Job satisfaction plays a significant role in making stronger financial capacity of the organization (Aronson et al., 2005). Job satisfaction is an emotional response that occurs as a result of the interaction between the workers values concerning his or her job and the profits he or she gained from his or her job (Oshagbemi, 2000).

According to the Locke (1983) job satisfaction is a pleasure of positive emotional state resulting from the appraisal of one’s job experience. Job satisfaction is considered as an internal state of an employee, which is given by evaluation of the job with a certain degree of favor or disfavor (Brief, 1998; Whittakar & Marchington, 2003).

Judge and Watson in 2002 (as cited by Swaminathan, & Jawahar, 2013) explained job satisfaction in two factors namely situational factors (pay, promotions and working conditions) and job characteristics (task identity, task significance, skill variety, autonomy and feedback).

It is not a single factor. It is an intermediate relation combining job duties, responsibilities, motivation, encouragement and hopes (Talachi, Gorji & Boerhannoeddin, 2014). According to Herzberg Motivation – Hygiene Theory, the factors which play an important role in job satisfaction are categorized into two groups namely motivating factors or intrinsic factors and hygienic factors or extrinsic factors. Motivational or intrinsic factors include responsibility, appreciation, recognition, advancement possibilities related to the job (Talachi, Gorji & Boerhannoeddin, 2014). Then there is classification of job satisfaction as intrinsic job satisfaction and extrinsic job satisfaction (Smith, Kendall & Hulin, 1969). Intrinsic sources originate from within the individual have psychological value (Smith, Kendall & Hulin, 1969). Such satisfactions are essentially self – administrated. On the other hand, extrinsic sources of satisfaction occur from the environment (Smith, Kendall & Hulin, 1969). Kalleberg in 1977 (as cited by Talachi, Gorji & Boerhannoeddin, 2014) also proposed that job satisfaction has two components; intrinsic job satisfaction indicates people’s feelings about the nature of the job tasks and extrinsic job satisfaction means the people feeling about the work situations that are external to the job.
5. Research Framework

The relationship between job satisfaction and OCB can be represented in various ways. Positive relationship or positive correlation or strong predictor of job satisfaction on OCB had shown in few research studies done in the various global contexts.


Williams and Anderson (1991) and Mohammad, Habib and Alias (2011) surveyed and found that there is a positive relationship between both extrinsic and intrinsic job satisfaction.

However some researchers have found that there is no significant relationship between OCB and job satisfaction (Randal et al., 1999; Chen, Hui & Sego, 1998; Farh et al., 1990).

From the above literature, it is evident that there is an inconsistency of the research findings of the impact of job satisfaction on OCB. Some studies reveal that there is a positive relationship between satisfaction and the OCB while others conclude that there is no relationship between satisfaction and organizational citizenship behavior. In order to find out the real situation of this inconsistency, this study investigates the relationship between the OCB and the two dimensions of job satisfaction. Figure 01 illustrates the conceptual framework of the study.

Figure 01: Research Framework

6. Method

6.1. Study Design

The main objective of this study was to investigate the relationship between OCB and the two dimensions of job satisfaction in the fabric manufacturing industry and the hypothesis was developed based on this objective. The study was conducted by using a sample of 196 executives in selected fabric manufacturing companies in Sri Lanka. This study was conducted in a natural environment and none of the variables were controlled. No any artificial setting was created for this study.

The Sample method of the survey was the random sampling and it was a cross sectional study. The survey was carried out among the sample of 196 executive employees in the fabric manufacturing industry in Sri Lanka and data were collected through distributing a structured questionnaire among them. The researcher distributed 196 questionnaires among the executive employees and 180 questionnaires were found usable for the purpose of this study.

6.2. Measure

The variable in this research model OCB and intrinsic satisfaction and extrinsic satisfaction were measured through a questionnaire with five point scale which was completed by the respondents themselves on their experiences. The variables of the study constitute interval scales.

The questionnaire was comprised of three sections. First section includes about the responder’s general background details. It consists of gender, age and tenure. The respondents were not required to disclose their name and other identity to ensure confidentiality. The second part consists of instruments develop by Podsakoff and Mackenzie (1994) which used to measure the OCB.

Other major variable in this study is the dimensions of the job satisfaction. Nine items were used to assess extrinsic job satisfaction using where 1 (very dissatisfied) and 5 (very satisfied) respondents were asked to indicate their level of satisfaction. 4 items from the job diagnostic survey developed by Hackman and Oldham (1980) were used to measure intrinsic job satisfaction using where 1 (very dissatisfied) and 5 (very satisfied) respondents were asked to indicate their level of satisfaction.
6.3. Reliability and Validity of the Instrument

The inter item consistency reliability was examined with Cronbach’s Alpha test (Kottawatta 2014). The results of Cronbach’s Alpha test are given in the table 1, which suggests that the internal reliability of each instrument is satisfactory.

<table>
<thead>
<tr>
<th>Instrument</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Intrinsic job satisfaction</td>
<td>0.805</td>
</tr>
<tr>
<td>2 Extrinsic job satisfaction</td>
<td>0.855</td>
</tr>
<tr>
<td>3 OCB</td>
<td>0.86</td>
</tr>
</tbody>
</table>

The results of Cronbach’s alpha test imply that the internal reliability of each instrument (Kottawatta 2014). The content validity of the instruments was ensured by the conceptualization of the variables on literature (Kottawatta 2014) and the content validity of the variables of the study was ensured by the fact that the correlation support the hypotheses formulated linking the relationship between the independent variables and the dependent variable (Kottawatta 2014).

6.4. Techniques of Data Analysis

Data collected from primary (questionnaire) source were analyzed using the computer based statistical data analysis package, SPSS (Version 20.0) for validity reliability and relationship testing. The data analysis included univariate, bivariate and multivariate analyses.

7. Results

To investigate the responses for independent and dependent dimensions of the executive employees of the fabric manufacturing industry, univariate analysis was used. The results of the univariate analysis are given in Table 2.

<table>
<thead>
<tr>
<th>Table 2 Univariate Analyses</th>
<th>Range</th>
<th>Mean</th>
<th>Std. Error of Mean</th>
<th>Median</th>
<th>Mode</th>
<th>Std. Deviation</th>
<th>Variance</th>
<th>Skewness</th>
<th>Std. Error of Skewness</th>
<th>Kurtosis</th>
<th>Std. Error of Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extrinsic satisfaction</td>
<td></td>
<td>2.2647</td>
<td>.12064</td>
<td>1.5000</td>
<td>1.50</td>
<td>1.11226</td>
<td>1.237</td>
<td>.826</td>
<td>.261</td>
<td>-1.219</td>
<td>.517</td>
</tr>
<tr>
<td>Intrinsic satisfaction</td>
<td></td>
<td>3.1625</td>
<td>.3125</td>
<td>3.38</td>
<td>.44151</td>
<td>.95</td>
<td>.195</td>
<td>.176</td>
<td>.592</td>
<td>-1.109</td>
<td>.351</td>
</tr>
<tr>
<td>OCB</td>
<td></td>
<td>3.3386</td>
<td>.07469</td>
<td>3.54</td>
<td>.8863</td>
<td>.68863</td>
<td>.474</td>
<td>.522</td>
<td>.261</td>
<td>-1.130</td>
<td>.517</td>
</tr>
</tbody>
</table>

According to Table 2, intrinsic satisfaction, extrinsic satisfaction and the OCB of executive employees’ fabric manufacturing industry were normally distributed and when compared to the extrinsic job satisfaction, intrinsic job satisfaction is recorded as high level among the executives.

A total of 196 questionnaires were distributed and 180 were successfully completed. The response rate was 92%. The sample was composed of 66.6% males and 33.4% females. 52% of the respondents were aged between 20 and 30 years old and respondents between the ages of 41 and 50 years old represented 35% of the respondents. Then other two age groups were represented by less than 13% of the respondents. Further, tenure, 55% of the respondents had worked at the same company less than 5 years, while 40% of the respondents had served more than 16 years (see Table 3).

<table>
<thead>
<tr>
<th>Table 3: Respondents' demographic profile</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>120</td>
<td>66.6</td>
</tr>
<tr>
<td>Female</td>
<td>60</td>
<td>33.4</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20–30 years</td>
<td>94</td>
<td>52.2</td>
</tr>
<tr>
<td>31–40 years</td>
<td>14</td>
<td>7.7</td>
</tr>
<tr>
<td>41–50 years</td>
<td>63</td>
<td>35</td>
</tr>
<tr>
<td>51 years and above</td>
<td>9</td>
<td>5.1</td>
</tr>
<tr>
<td>Tenure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0–5 years</td>
<td>99</td>
<td>55</td>
</tr>
<tr>
<td>6–10 years</td>
<td>20</td>
<td>11.11</td>
</tr>
<tr>
<td>11–15 years</td>
<td>5</td>
<td>2.77</td>
</tr>
<tr>
<td>15 years or more</td>
<td>56</td>
<td>31.12</td>
</tr>
</tbody>
</table>

The bivariate analysis, Pearson’s Correlation between intrinsic satisfaction, extrinsic satisfaction and the OCB of executive employees’ fabric manufacturing industry are illustrated in Table 4.

<table>
<thead>
<tr>
<th>Table 4: The Pearson’s Correlation between Independent Variable and Dependent Variable</th>
<th>OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Sig.(1-tailed)</td>
</tr>
<tr>
<td>Intrinsic satisfaction</td>
<td>.890**</td>
</tr>
<tr>
<td>Extrinsic satisfaction</td>
<td>.642**</td>
</tr>
</tbody>
</table>

Correlation is significant at the 0.01 level (1-tailed)

According to the Pearson’s correlation coefficients between intrinsic satisfaction of executive and their OCB recorded as strongly positive association (r is .890 and sig is .000). And extrinsic satisfaction on
the OCB of executives in the fabric manufacturing recorded as moderately positive association.

The results of simple regression analysis of the sample are given in Table 5.

<table>
<thead>
<tr>
<th></th>
<th>Intrinsic</th>
<th>Extrinsic</th>
</tr>
</thead>
<tbody>
<tr>
<td>R Square</td>
<td>0.966</td>
<td>0.792</td>
</tr>
<tr>
<td>Adjusted R Square</td>
<td>0.965</td>
<td>0.791</td>
</tr>
<tr>
<td>F</td>
<td>717.19</td>
<td>263.83</td>
</tr>
<tr>
<td>Significance</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>B – constant</td>
<td>0.751</td>
<td>-3.948</td>
</tr>
<tr>
<td>b – Value</td>
<td>2.360</td>
<td>1.494</td>
</tr>
</tbody>
</table>

The result of the simple regression analysis pointed out that 96.5% variance of the OCB is explained by the intrinsic job satisfaction of the executives in the fabric manufacturing sector (F is 717.19). In other way, 79.1% variance of OCB is explained by the extrinsic job satisfaction of the executives (F is 263.83).

8. Discussion and Conclusion

This research is carried out to find the relationship between extrinsic and intrinsic job satisfaction and OCB. One of the major findings of the study is that there is a strong positive association and impact of intrinsic job satisfaction on OCB of the executives in the fabric manufacturing sector. This finding can be confirmed by the research findings of Williams and Anderson (1991) and Mohammad, Habib and Alias (2011).

The second major finding of the study is that there is a moderate level association and impact of extrinsic job satisfaction on OCB of the executives in the fabric manufacturing sector in Sri Lanka. Williams and Anderson (1991) and Mohammad, Habib and Alias (2011) stressed through their research studies that there is a positive relationship between extrinsic job satisfaction on OCB of the employees.

The findings of this research study shall be important on the theoretical as well as practical scenario. As this research model was substantiated, the findings of study are important to build a sustainable relationship between employer and employee. The top management of the organizations in the fabric manufacturing industry should consider these factors and develop a strong relationship of the both employer and employees to gain maximum contribution to achieve the organizational objectives.

9. References


