

Organisational Citizenship Behaviour and its impact on Job Satisfaction in Public and Private Sector: A Comparative Study of Pakistani Organisations

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Abstract: The purpose of this study was to investigate dimensions of organizational citizenship behavior and also compare and examine how these behaviours are related to job satisfaction between public and private sector organizations. Citizenship behaviour is cooperative and productive among employees and as well as organisations. The sample was selected employees of public and private sector organizations. Organisational citizenship behaviour had a significant difference in public and private sector organisations. Results reflected that OCB varies in public and private sector organisations and in a result private sector employees practice more citizenship behaviour as compare to public sector employees with constant level of job satisfaction. More importantly, it has been proven that OCB degree more increase private sector where job satisfaction level is high.

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Key words: Organizational citizenship behavior, job satisfaction, public and private sector organizations

1. Introduction

1.1 Background of the Study

From the last several decades, organizational citizenship behavior (OCB) has turned out to be a most important study in the fields of psychology and management. In 1977, Dennis Organ and his colleagues, Bateman, Smith and Near, for the first time coined the phrase “organisational citizenship behaviour” (OCB), and drawing from work of Chester Baranad’s concept “willing to cooperate” (Baranad, 1938), and Danial Katz (Katz and Khan, 1966) made difference between steady role of performance and “innovative spontaneous behaviours”.

1.2 Significance of the Study

During the past decade research on organizational citizenship behavior (OCB) has increased. Organizational citizenship behavior is a new emerging concept organizational behavior in literature in developing countries and particularly under research area in Pakistan. However, the rapid development in the research has resulted solutions of numerous problems. It is need to better understand the theoretical and conceptual similarities and differences between various forms of citizenship behavior, in addition to their background and consequences. OCB despite the growing number of studies, a combined public and private sector organizations OCB changes in work focus on measuring the degree.

1.3 Problem Statement

It has been observed in today’s competitive era that public sector employees are less cooperative with their colleagues. Their behaviours couldn’t be productive for the organisation having job security

and job satisfaction as compare to less job satisfied employees who are private sector.

1.4 Aim of the Study

The aim of the research was to observe the citizenship behaviour in public and private sector organisations and its difference among their employees.

1.5 Research Objectives

The main objectives of the study was of study was to compare the degree of organizational citizenship behavior with impact of job satisfaction between public and private sector organisations. The main objective of the study is to measure the mean difference of degree of both sectors’ employees.

1.6 Research Questions

1. Do employees show different degrees OCB and job satisfaction in public and private sector organisations?

2. Does job satisfaction increase the level of OCB in public and private sector organizations?

1.6 Delimitations of the Study

Due to time constraints, unable to present in the study many public and private sector organization's coverage and barriers to study cost will be limited.

2. Literature Review

2.1 Concepts

Organizational Citizenship Behavior

From the last several decades, organizational citizenship behavior (OCB) has turned out to be a most important study in the fields of psychology and management. In 1977, Dennis Organ and his colleagues, Bateman, Smith and Near, for the first

time coined the phrase “organisational citizenship behaviour” (OCB), and drawing from work of Chester Baranad’s concept “willing to cooperate” (Baranad, 1938), and Danial Katz (1964) dissimilarity among steady task performance and “innovative spontaneous behaviours”. Organ and his colleagues (1983) characteristically defined, organizational citizenship behaviors (OCBs) are as “particular type of work actions defined as individual behaviors that are useful to the organization and are flexible, not directly or clearly recognized by the proper reward structure”. Since after that, OCB has received a great deal of consideration in text and areas have been studied it can be described (Smith et al., 1983), construct validity (Becker and Vance, 1993), determinants (Organ, 1997; Moorman, 1993; Becker, 1993) and classification (Walter, 2012).

2.2 Definitions

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is defined by Organ (1988) as “the discretionary individual behavior, not directly or explicitly recognized by the formal reward system, and it promotes the overall effective functioning of the organization”. Approximately, there are thirty diverse types of corporate behaviours. Smith et al., (1983) described the attitudes of their social machinery lubricate, many unexpected events and to work with employees in an organization's interdependence on one another to deal with horrible situations and there is a need to provide flexibility.

Organ (1988) acknowledged five facets of OCB namely; altruism, consciousness, civic virtue, courtesy and sportsmanship. Altruism is a discretionary refers to helping behaviour and the specific purpose of it helping colleagues in job-work or other activities to enhance performance of their peers. Altruism and conscientiousness, some researchers, have grouped together as "helping behavior" (MacKenzie et al., 2000). Civic Virtue is a behavior that encourages organizing or participating in corporate activities. For example, to perform tasks that are not required doing so for the benefit of the organization. Courtesy is discretionary behavior, and its aim is to prevent of work-related conflicts (Podsakoff et al., 2000). Courtesy also includes and describes the word meaning being polite and kind towards people (Organ et al., 2006). Sportsmanship is a behaviour which refers to the employees’ good attitude to endure less than ideal circumstances without complaining (Organ, 1997).

Job Satisfaction

It has been generally acknowledged that job satisfaction is a causative aspect to corporal and cerebral welfare of employees. Productivity, absenteeism, turnover rates and employee relations

are work-related attitudes and job satisfaction has a significant impact on these (Baker, 2004). The financial position of the organization improves through this and plays a significant role in it. Consequently, understanding employees' job satisfaction is a prominent organizational objective (Bellet et al., 2005).

One of the most the best definition of job satisfaction defined by Locke (1983) who explained that “job satisfaction is a choice of specific with actual and supposed satisfactions and dissatisfactions associated with the various aspects of job that ho through by an employee”. Employee's job satisfaction is considered as the emotions that how they feel about their work, their motivation level and how they loyal towards the organisation (Rafiq et al., 2012).

Employees those who are performed by greater degree of skills, the importance of work, autonomy, and feedback are more satisfied and perform better than who have lacked in these attributes (Rahman et al., 2001). In order to promote job security and employee perceptions about the impact on work satisfaction. Belfield & Heywood, (2008) described in their study that the motivating factors for employees who increase job satisfaction are pay and promotions on the basis of performance. Ismail et al., (2012) showed in their study that participation of employees in designing pay strategies and effective implementation by management that result in suitable pay increases job satisfaction in the organization. Organization should be capable sufficient as involving staff in the pay decisions so that employees’ job satisfaction and performance level can be increased, and it helps to continue and attain organizational goals and objectives.

2.3 Theoretical Reflection: Job Satisfaction and OCB

OCB and job satisfaction is positively related enough evidence is discussed in the past literature (Bateman and Organ, 1983; Smith et al, 1983; William and Anderson, 1991; Moorman, 1993; Becker, et al., 1993; Morrison, 1994; MacKenzie, Podsakoff and Ahearne, 1997, Moorman, 1993; Koys, 2001; Murphy et al., 2002; Ahmed, 2006; David and Thomas, 2008; Mohammad et al., 2011; Sharma et al., 2011; Pei Lee, 2012; Xiaogang, 2012). Bateman and Organ (1983) carried out a study in which, OCB's managerial ratings and the job satisfaction level of employees' self-reported; they evaluated. Overall OCB and job satisfaction have been found a strong and constructive association between them and the most reliable and strong with pay and promotion among them.

Some of the researchers found no significant association between OCB and job satisfaction (Chen, Hui and Segó, 1998: Schappe, 1998). Chen et al.,

(1998) analyzed and used single item scale measuring on the whole job contentment and OCB with three facets (altruism conscientiousness, and sportsmanship). They desired to make an extensive score of OCB but finally failed to find a significant relationship between them. Xiaogang, (2012) observed in his study no significant association between job satisfaction and OCB due to a difference in maturity, stage of career and occupational growth. Randall, Cropanzano, Bormann, and Birjulin (1999) also could not find any association between job satisfaction and OCB.

Barrick and Mount (1991) established in his study that public sector employees feel more pleasure and delight than the private-sector employees. This one was the basis of researchers' (Sharma et al., 2011) studies where delightful staff members demonstrated higher level of organizational citizenship behavior. 'Agreeableness' alone is a very important feature. John and Srivastava (1999) highlighted based on the property that less people on agreeableness than people may engage in helping behavior. Amicability supposition of organizational citizenship behavior is a good indicator, and further Elanain (2007) reinforced the statement and observed that the agreeableness and organizational citizenship behavior had a clear and significant positive correlation between them. Sharma et al., (2011) examined the different tacit of OCB between public and private-sector employees OCB has been examined as an important casual factor of organizational culture in any organization.

2.4 Literature Gap

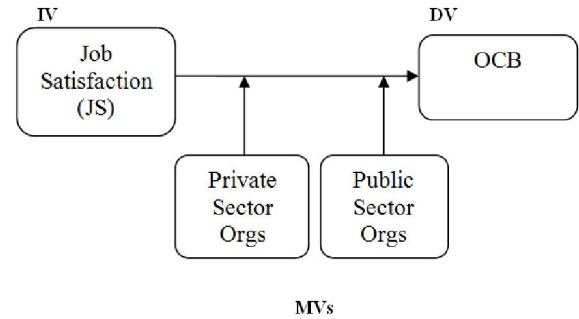
In Pakistan, the work on it has not been explored much more the different perceived behaviours between public and private sector organizations. The current study objective is to reduce the literature gap. Background of organizational citizenship behaviors discussed, a researcher has drawn the following model for the present study to measure the difference of OCB in public and private sector organizations.

3. Theory and Hypotheses

3.1 Theory Support

Job satisfaction and organisational citizenship behaviour relationship have been studied by numerous researchers and is well recognized in the literature. The earlier observed research work (Bateman & Organ, 1983; Moorman, 1993; Kemery et al., 1996; Koys, 2001; Murphy et al., 2002; Mohammad et al., 2011; and Sharma et al., 2011) presented support for theorized positive association between job satisfaction and OCB. The present study was designed to determine different features of OCB and employee satisfaction and scrutinize how both relate in public and private sector organisations.

3.2 Theoretical Framework



3.3 Hypotheses

H1: Job satisfaction and organizational citizenship behaviour have direct positive relationship.

H2: The positive relationship between job satisfaction and organizational citizenship behaviour in private sector organisations .

H3: The positive relationship between job satisfaction and organizational citizenship behaviour in public sector organisations.

4. Research Methodology

In this segment, researcher presented a description of the sample selection; the measures applied; procedures; and the data analysis conducted. Pilot study data were used for questionnaire justification and reliability of scales. The subsequent study data were used to explore the association between JS and OCB and compare degree of OCB in public and private sector organizations.

4.1 Pilot Study

The pilot study has been carried out with the purpose of to test reliability of measurement tools. The pilot study was carried out in November 2012. Overall, 30 respondents of sample were selected by randomly of public and private sector organizations' employees, 15 each respectively.

4.2 Population Frame

The population frame was all employees of different departments and sectors of public and private organizations of Pakistan in present study.

4.3 Sample Selection

The convenience sampling was used to achieve research objectives in present study. Total 260 questionnaires were distributed among employees of public and private sector 130 each respectively. For the researcher connivance the samples were collected from Federal Secretariat, National Development Council, Education, PAEC, Wapda, PM Secretariat, Establishment Division, OGDCL and National Disaster Management Authority in public sector. In private sector Telecommunication, Education, Islamabad Stock Exchange, Pakistan, Banking, Insurance and Pharmaceutical Companies. Cities of Pakistan included; Karachi, Hyderabad, Khairpur,

Sukkur, Lahore, and Rawalpindi but major portion of samples collected from Islamabad.

4.4 Unit of Analysis

Unit of analysis was employees of public and private sector organizations included managerial and non-managerial staff of, except workers.

4.5 Data collection measures

The questionnaire was consisted of three parts (i) demographics, (ii) measurement dimensions of OCB (Cronbach's alpha **0.756**) and measurement dimensions of job satisfaction (Cronbach's alpha **0.781**).

Organisational Citizenship Behaviour

Organisational citizenship behaviours were measured on 15 items, 3 each of five behaviours and adapted from William and Anderson (1991). By using five point Likert scale 1=never and =always was asked in each statement from the respondents.

Job Satisfaction

Job satisfaction were measured on 15 items, 3 each of five dimensions of job satisfaction and adapted from Smith et al., (1969) in study of job description index (JDI). The measures job satisfaction in areas such as work, opportunities, progress, pay and promotion by using five point Likert scales.

4.6 Data collection procedures

The questionnaires were used self-administrated in the study. The questionnaire was distributed email and manually to employees of public and private sector organisations.

4.7 Data Analysis Techniques

The study data was analyzed by using SPSS 16 software. The Pearson correlation has been used to analyze the association between job satisfaction and OCB. Other different techniques used t-test for comparing means, linear regression analysis and analysis of variance (ANOVA) in two separate files of public and private.

5. Results

Descriptive statistics were calculated to illustrate scores generated in the study and then reliability of scales and for normality of data used Histogram graph and Q-Q Plot. Pearson correlation was analyzed. Independent sample t-test used to compare means of both public and private sector organisations, simple regression analysis and ANOVA.

5.1 Response Rate

Of the 260 total sent survey questionnaires to employees 130 each to public and private sector organisations. 225 participated in the survey from which 219 were useable for the study, 110 from public and 109 from private sector. So, overall response rate was 84 percent and 42.3 of public and 41.9 of private sector. For more detail of response demographic see Table 1.

Table 1: Demographics

Demographics	Number of participants (N)
<i>Nature of Org</i>	
Public	110
Private	109
<i>Gender</i>	
Male	157
Female	62
<i>Age</i>	
20 years	1
21-30 years	150
31-40 years	57
41-50 years	10
51 years and above	1
<i>Qualification</i>	
Bachelors	21
Masters	116
MS/M.Phil	79
PhD	3
<i>Experience</i>	
1 year or less	35
2-5 years	123
6-10 years	42
11-15 years	10
15 years or more	9

5.2 Reliability of Scale and Normality of Data

Organisational Citizenship Behaviour

The Cronbach's alpha coefficient in the case OCB is **0.756**. This value is above **0.7**, (which is quite acceptable according to Nunnally, 1978), so the scale can be considered reliable in the study (see table 2). Normality of data analyzed through Histogram graph which showed the data in bell curve. Observation of shape of histogram provides information about that the scores of each variable are normally distributed (i.e. follow the shape of normal curve in figure 1 in Appendix). Moreover, Q-Q Plot was used for determining normality of data the result showed that the OCB data dots were on diagonal line which demonstrates the data is normally distributed.

Job Satisfaction

The Cronbach's alpha coefficient in the case of JS is **0.781**. So, the scale can be considered reliable in the study because the value was above **0.7**. (See Table 1). Normality of data analyzed through Histogram graph which showed the data in bell curve. Observation of shape of histogram provides information about that the scores of each variable are normally distributed. Moreover, Q-Q Plot was used for determining normality of data the result showed that the job satisfaction data dots were on diagonal line which demonstrates the data is normally distributed.

Table 2: Reliability Statistics

N	Cronbach's Alpha	N of items
219		
OCB	.756	5
JS	.781	5

5.3 Correlation Analysis

Association between job satisfaction and OCB in public and private sector organisations

In Pearson Correlation analysis, the output given in figures, the correlation between job satisfaction and organisational citizenship behaviour showed no significant relationship in public sector organisations $r=.122$ while private sector organisations was significant association between job satisfaction and organisational citizenship behaviour $r=.523$ with significant level 0.01. The direct association between job satisfaction and organisational citizenship behaviour was also significant $r=.371$ with significant level 0.01. Hence, hypotheses $H2$ and $H3$ accepted and $H1$ hypothesis is rejected and in the study.

5.3 Independent Sample t-test

An independent sample t-test was carried out to evaluate the OCB degree between public and private sector employees. The significance level of Levene's test is $p=.05$ or less. This means that the variances for the two groups (public/private) are *not* the same. In the present study p-value is less than .05. Therefore the data violate the assumption of equal variance and analyzed the values of t-test equal variance not assumed (see Table 4 in appendices). The output presented in figure 1.6 the Sig. (2-tailed) value is .712. The value is *above* the required cut-off of .05 ($t = -.371$). So, there is *no* statistically significant difference in the

mean OCB scores for public and private sector organisations. Or There was no significant difference in scores for public ($M=3.33, SD=.51$) and private [$M=3.36, SD=.71; t(197) = -.37, p= 19.9$]. The size of the variation in the means was very small (eta squared=.004).

5.4 Regression Analysis and ANOVA

For Job Satisfaction and OCB in Public Sector Organisations

Model summary indicates an R^2 value of 0.015 whereas adjusted R^2 has the value of 0.006. This indicates that 1% increase in OCB will be caused by 1 unit increase in Job satisfaction.

F-statistics at ANOVA table with a value of 1.640 ($p>0.05$) indicates a weak model since its value is not so significant. Hence there is a need to add more predictors or mediating or moderating variable to make this model more effective. Coefficients statistics indicate a constant value of 3.002. The regression equation in this case will be $OCB = 3.002 + 0.096 (JS)$. In terms of standardized beta, its value is 0.122 with p value of 0.203.

Table 3: Regression Statistics for Job Satisfaction and OCB in Public Sector Organisations

Regression Statistics	OCB JS
Mean	3.3376 3.5097
Std Deviation	.51894 .66456
R Square	.015
Adjusted R Square	.006
Standard Error	.51742
R Square Change	.15
F change	1.640
Sig F change	.203
Observations	110

Table 4: ANOVA Table for Job Satisfaction and OCB in Public Sector Organisations

	df	SS	MS	F	Sig F
Regression	1	.439	.439	1.640	.203
Residual	108	28.914	.268		
Total	109	29.354			

Table 5: Regression Statistics for Job Satisfaction and OCB in Private Sector Organisations

Regression Statistics	OCB JS
Mean	3.3682 3.3046
Std Deviation	.71363 .85718
R Square	.273
Adjusted R Square	.266
Standard Error	.61119
R Square Change	.273
F change	40.236
Sig F change	.000
Observations	109

Model summary indicates an R^2 value of 0.273 whereas adjusted R^2 has the value of 0.266. This indicates that 27% increase in OCB will be caused by 1 unit increase in Job satisfaction. This also indicates that 27% variation in dependent variable is due to independent variable.

F-statistics at ANOVA table with a value of 40.236 ($p<0.05$) indicates a good model since its value is significant. Coefficients statistics indicate a constant value of 1.93. The regression equation in this case will be $OCB = 1.93 + 0.35 (JS)$. In terms of standardized beta, its value is 0.523 with p value of 0.000.

For Job Satisfaction and OCB in Private Sector Organisations

Table 6: ANOVA Table for Job Satisfaction and OCB in Private Sector Organisations

	df	SS	MS	F	Sig F
Regression	1	15.030	15.030	40.236	.000
Residual	107	39.970	.374		
Total	108	55.001			

6. Discussion, Conclusion, Future Research and Limitations

6.1 Discussion

The investigative study was aimed to examine and compare the aspects of organizational citizenship behaviour between public and private sector organisations. The study relates to the job approach and work behaviour of employees of both organizations. In particular, studies on organizational citizenship behavior extent to which employee group is associated with employee job satisfaction have tried to find out. Both classification and organizational citizenship behavior using the behavioral measures, it was found that employees' organizational citizenship behavior indices significantly correlated with self-directed job satisfaction and private sector. Although the study sample size and the nature of this study were largely clear, the study was conducted by a number of strengths. First, the study was unusual in that the behavior of standard variable measures have been used. Second, the study job satisfaction measure, JDI, the satisfaction was used arguably the most common measure of progress.

6.2 Conclusion

In summary, the investigated study builds an important contribution towards the accepting of the association between job satisfaction and OCB in public and private sector organisations. The relationship that has long been identified but the nature of which has yet, not been well explained. Look forward to that the study will give support others researchers to further observe the job satisfaction, organizational commitment and loyalty and its impact on the taken as a whole field of citizenship behaviour in organizations public and private sector.

6.3 Future Research

The productive area for future research would be further assessment in the study, the organisational dedication, commitment and loyalty which develop through job satisfaction. These areas will cover more involvement of employees in citizenship behaviour in the studied organisations. Additionally, researchers might examine more different dimensions of job satisfaction for more fruitful results that may be particularly attractive to explore the impact of

citizenship behaviour and on job satisfaction in public and private sector organisations.

6.4 Limitation of the Study

It is a natural phenomenon in research that any research isn't free from limitations. So, same case is in the study, although, researcher took all possible steps to provide results in all potential way. Few limitations were observed in the study; the obstacles were that the researcher couldn't provide numerous public and private sector organizations due to time constraint, cost constraint, geographic coverage (couldn't cover all major cities of Pakistani organisations) in the present study. Differences in job satisfaction could also have been that narrowly focused. Moreover, researcher could not have also taken stratified sampling to provide different departments due to limited resources and only explored limited dimensions. More antecedents could have been explored for a comprehensive study.

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