

UNIVERSITY OF MANAGEMENT AND TECHNOLOGY	UMT
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**“Job Satisfaction and Organizational Commitment as Antecedents of
Organizational Citizenship Behavior (OCB) in Banking sector in Gujranwala-
Punjab”**

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by

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Declaration

This thesis is submitted to Graduate Research Committee, School of Business & Economics; University of Management & Technology, Lahore, Pakistan; in fulfillment of the requirements of the degree of MS leading to PhD in management. This thesis represents my own original work towards my research degree and therefore contains no material which has been previously submitted for a degree or diploma at this university or any other institution, except where due acknowledgement/reference is made.

Abstract

Organizational Citizenship Behavior is important phenomenon in the present era where everyone thinks that he should be treated fairly and there should be an environment of mutual cooperation and help. Organizations are expecting more from their employees and personnel are expecting a lot from their organization. There are several studies witnessed the impact OCB on organizational effectiveness and efficacy.

The focus of this research is to investigate some antecedents of OCB by determining the impact of job satisfaction and organizational commitment on organizational citizenship behavior in banking sector of Gujranwala a famous city of Punjab province in Pakistan. Constructs defined by Williams and Anderson (1991), Brayfield and Rothe (1951) and Balfour and Wechsler (1996) has been used in this study.

Data is collected from public & private sector banks by using survey method. 400 self administered questionnaires were distributed among employees of different banks in Gujranwala, the 5th largest city of Pakistan (TDCP), out of which 200 useable questionnaires were received at a response rate of 50%.

All the variables in instrument score high on reliability tests. It is found that Job satisfaction and organizational commitment have strong and positive relationship with organizational citizenship behavior. Individuals who are satisfied and commitment to their jobs are more likely to involve in organizational citizenship behavior.

It is recommended to repeat this study with more antecedents so that more clear picture of OCB could be seen. The study is limited to the antecedents of OCB only however, a separate study is recommended to include consequences of OCB. This research is limited to one division of Punjab and in banking sector. The results may be dissimilar in different business sectors in different places.

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Chapter 01

1. Introduction

Certain level of efforts is necessary to get the work done effectively, but if some extra effort and time is added then the work can be done efficiently. This sentence explains the main concept of Organizational citizenship behavior (OCB). Certain efforts are needed to meet the job requirement but if some additional efforts are added then organizational effectiveness can be achieved. OCB can be defined as “Individual behavior at work that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization” (Organ, 1988).

Organ (1988) served the concept by introducing 5 dimensions of OCB which are as follows.

Altruism: Supportive actions (e.g. willingly helps co-workers in difficult situations, help less trained, less experienced and new employees, perform other employees work in their absence).

Courtesy: Polite behavior (i.e. to avoid problems at place of work and to encourage those employees who are depressed regarding their professional development).

Sportsmanship: Accepting circumstances which are not ideal without too much complaining.

Civic virtue: Perform activities that are beneficial for the organization. Adopt changes in the workplace, Presence of employees in functions that help organization to improve its performance.

Conscientiousness: Commitment towards the job and involve in such behavior which is beyond the role requirement.

Organizational citizenship behavior is such behavior of employees which is in excess of what they have to do. Examples are : true interest in the organization's enhance performance and mission, supportive behavior (help each other), willingly assist colleagues at work place, captivating extra assignments, put additional efforts, Follow rules, regulations, policies of organization even in the absence of the supervisor, bear discomforts at work.

At present world is seeking far above the ground performance organizations for boosting up the economy of entire world, it can only be better when organizations provide their employees job satisfaction and retain employees by fair treatment and appraisal for their effective work which enhances the commitment of employees towards organization. It can be possible with the help of developing organizational citizenship behavior in the organizations.

The economic recession that is prevailing all over the world not only have adverse impacts on the economic conditions of developed countries, but it also has drastic effects on the economies of developing countries like Pakistan. This economic recession has resulted in many challenges like electricity shortfall, inflation and unemployment. Besides these challenges, a common phenomenon of layoffs and downsizing is also observed in different segments of the economy. Due to the challenges that arises as a result of adverse economic conditions and their consequences are poorly affecting the organizational success which is ultimately cracking the competitive advantage. There exists a great competition among different banks in the banking sector of Pakistan and in order to be successful in such a competition, the banks not only need to be efficient in their functions but it is also necessary for them to have efficient and loyal employees who go beyond their official routine work and put some extra effort and energy to the work. According to (Kashif et al, 2011) this phenomenon is referred to as Organizational Citizenship Behavior (OCB).

Cohen and Vigoda (2000) identified the importance of OCB for all nature of organizations and try to elaborate the view that it improve the over all organization's performance in variety of ways. If employees are happy with their work, environment, and responsibilities then they naturally feel constructive for the organization and give optimistic response, that's why Bagozzi (1992) elaborated only one thing affect the relation of employee with organization and that is behavior.

Organ, Podsakoff & MacKenzie (2006) identified organizational citizenship behavior as one of the most influential factors that affects organizational effectiveness and success. Zeinabadia (2010) find in his study which is conducted in education sector, result showed that the intrinsic job satisfaction has a positive relationship with OCB and also find that job satisfaction cause commitment towards organization that affects organization Citizenship Behavior. Thus it is

evident from the research that OCB plays a vital role in the efficacy, output and success of the organization.

1.1 Aims & Objectives of the research

The main intention of this research is to scrutinize and investigate the impact of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior and its impact on the employees' performance. The objectives of this research would be frame as follow:

- ❖ To know the impact of job satisfaction on OCB.
- ❖ To know the impact of organizational commitment on OCB.
- ❖ To know either Job satisfaction, organizational commitment is positively related to OCB and to know its extent.

1.2 Significance of the study

The organizational environment is a fundamental factor and a natural phenomenon for enhancing the motivation, enthusiasm and commitment among individuals. Especially, in business organizations and at workplace individuals seek support to make and groom themselves, to strengthen their interrelationships and enhance their performance and reduce absenteeism. Majority of the employees leave their organization and switch to another one because of their managers' behavior, and the behavior of their subordinates. The reason is that they don't get their socio-emotional needs fulfilled and their contextual performance is hindered by the lack of organizational and interpersonal environment and support. So, the element of the support lies in the crux of healthy workplace relationships with peers, bosses, managers and supervisors and OCB ensures the environment which is supportive where every employee helps others and performs his duties beyond the expectations and job description which in return enhances the organizational performance as literature revealed. In this study it is investigated that job

satisfaction and organizational commitment are factors among others which ensures the presence of OCB in organizations. Therefore, this study will explore new directions for banking sector to realize the importance of OCB to enhance the performance of employees in this competitive era where employees are considered the real and sustainable competitive advantage of the organizations. No such study has been conducted in banking sector of Pakistan previously, so this study will be helpful in understanding organizational behavior in a different dimension.

1.3 Chapterization

Chapter one discussed the brief introduction of Organizational Citizenship Behavior, aims/objectives of the study, research gap in OCB area, and significance of the study for scholars as well as for practitioners.

Literature review covering theoretical and conceptual frameworks has been covered in second chapter. It elaborates background of OCB, its origin, relationship of job satisfaction with OCB, relationship between organizational commitment and OCB. It further describes the importance of OCB for different types of organizations and at the end literature more specifically related to impact of job satisfaction and organizational commitment on OCB is discussed.

Methodology: Obviously to test the hypothesis or set of hypothesis methodology chapter is very important. In third chapter, research problem, hypotheses and methodology of research which includes the research strategy, population, sampling and survey procedure are presented.

Data Analysis and findings: hypothesis will be tested and results will be discussed in this chapter. Findings of the study are presented in the chapter followed by the discussion, study limitations, and future research directions.

References: The chapter consists upon to list down the people who have contributed to the given field in the past which has been referred in this study.