

## Job Satisfaction and Organizational Citizenship Behavior among the Administrative Staff of State Universities in Sri Lanka

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### Abstract

*Job satisfaction is the match between the rewards, both financial and non-financial, that an organization provides and the employee's expectation from the said organization. Organizational Citizenship Behavior is the employee's extra contribution towards the organization and its affairs beyond the expected work level as defined by the Job Description. This research paper aims to explore the effect of job satisfaction on organizational citizenship behavior among the administrative staff of state universities in Sri Lanka. It had team previously reported that job satisfaction had a significant relationship with the organization citizenship behavior of employees in various other sectors and industries. With the view of the importance of the state university as a large public sector organization in Sri Lanka, this study focus to analyze the effect of job satisfaction on organizational citizenship behavior of administrative staff of state universities in Sri Lanka. Well established questionnaires with needed modifications were used to collect the primary data. A total of 238 questionnaires were distributed among the response, and 168 usable questionnaires were returned. Thus the questionnaire response rate was 71%. SPSS statistical package was used to analyses data. The findings confirm that there is a significant and positive relationship exists between job satisfaction and organizational citizenship behavior among the administrative staff of state universities in Sri Lanka*

**Keyword;** Administrative staff, job satisfaction, organizational citizenship behavior, state universities.

### INTRODUCTION

Job satisfaction is crucial for determining organization citizenship behavior (OCB). Employees having a high level of OCB will help the organization to achieve its objectives and contributes to organization effectiveness and performance (Organ 2018). Therefore job satisfaction is important not only to satisfy employees but to improve OCB also. Previous studies (Organ 2018; Unal 2013, Pavalachellie 2013, Arif & Chohan 2012; Maio & Kim 2010) had revealed the strong relationship between job satisfaction and OCB. Further, these studies have explored the highly satisfied employees show high OCB than others. Consequently, OCB leads to delivering better output and retained customers. In addition to that, OCB reduces employee turnover, enhance organizational commitment, economized on organizational resources.

Universities Perform not only as academic entities. In addition to academic entities, universities perform as several entities such as the academic community, public bureau, entrepreneurial organization and a resource center. The administrative staff must responsible for above totally or partially. Thus the duties of the administrative staff of universities are ranging from basic secretarial work and maintenance service to a highly skilled specialist and professional activities. These include study administration, student services , general administration , legal advisory service , human resource management, financial administration, public relations , alumni affairs, capital and property administration , operations and maintenance ( Kivisto & Pekkola , 2017).

There are 15 state universities operating in Sri Lanka and a total of 238 general administrative staff employed in those universities. (Sri Lanka university statistics 2016)

The available literature explores the relationship between job satisfaction and OCB. These studies have been conducted in other countries and other industries. Therefore there is a knowledge gap regarding the relationship

between job satisfaction and OCB among the administrative staff of state universities. The purpose of the present study is to reexamine the state of the literature concerning the relationship between job satisfaction and OCB among the administrative staff of state universities in Sri Lanka.

## LITERATURE REVIEW

### Job Satisfaction

Academics and researchers have emphasized on the job satisfaction of employees because of its existing direct relationship with the other concepts such as performance, motivation, alienation, exhaustion, leave of employment and OCB (Gunay,2018). Jawabri (2017) defines job satisfaction as a feeling of contentment that an individual derives from his or her role and responsibilities in the organization. Saeed et al. (2013) have defined job satisfaction as an emotional state of happiness, and it is about how an employer obliged to attend the work and how she or she is compelled to perform jobs well as to their expectations from the job.

Givaki et al. (2017) highlighted that the job satisfaction is one of the most crucial and perhaps most controversial concepts in human resource management.

On the one hand, job satisfaction focused on the theoretical and fundamental effort and on the other hand job satisfaction has become very important at all levels of employees and managers. Further job satisfaction is essential to the success of any organization. The job an employee does has to be satisfied enough to keep him or her perpetual happy. Job satisfaction expresses the extent of match between reward that the job provides and employees expectations from the job. (Adenuga 2015)

### Organizational Citizenship Behaviour

OCB is a relatively modern management concept that has originated nearly three decades ago. Many researchers have explored that OCB has an essential impact on organizations effectiveness in increasing employee moral and fulfilling organizations set objectives (Demirel et al. 2018)

Mohamed (2016) defined OCB as an individual behavior which could motivate employees to go beyond the expected work level by the organization and their job description. This behavior benefits both employees and the individual. Zeyda (2018) has explained that OCB is optional and voluntary behavior that an individual would play. However, these behaviours are not aiming to satisfy or fulfill employees own personal benefit but to encourage engagement in the organization. However, OCB is of great importance to both the organization and the employee, such as improve organizational performance, building reciprocal relations employees among different departments, improve unity and cohesion of the organization and reduce the level of the need of scare resources.

Unal (2013) has explored the five dimensions of OCB as altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism is the helpfulness or helping behavior. Conscientiousness is a discretionary behavior which goes even beyond the minimum duty requirement of the organization. This includes obeying rules and regulations, not taking an extra break and working extra-long hours. Sportsmanship is the willingness of tolerating personal inconveniences and doing duty without complains, protests, accusations or grievances. Courtesy is preventing creating problems among co-workers and reduce intergroup conflicts. Civic virtue is the employee's concern or involvement about the life of the organization, monitor organizations opportunities and treats, look for the best interest of the organization and the willingness of active participation for organizations events.

## RESEARCH DESIGN

This study attempt to explore the effort of job satisfaction on OCB with special reference to the administrative staff who attached to the state universities in Sri Lanka. The data collection was based on a single cross-sectional design; using a self-administrative Questionnaire. The administrative staff members were the unit of

analysis of the study. There are 238 administrative staff members employed in the 15 state universities in Sri Lanka. The same number was used as the study sample frame. Out of 238 distributed Questionnaires, a total of 178 Questionnaires return. Out of 178, there were 168 usable Questionnaires yielding 71% of response rate.

**OPERATIONALIZATION OF VARIABLES**

**Job Satisfaction**

The job satisfaction scale proposed by Macdonald & Macintyre (1997) was used in the study. The scale has been tested in many occupational groups and obtained high reliability values. (Chauhan et al. 2014; Tadesse et al. 2015; Benjamin & Ayodele 2016) The Questions arranged on a five Likert scale ranging 5 (strongly agree) to 1 (strongly disagree).

**Organizational Citizenship Behavior**

The five dimensions model of OCB was used in this study. An OCB scale has been developed by Bez (2010) was used to collect primary data on OCB. A 5 point Likert scale, ranging 5 (strongly agree) and 1 (strongly disagree) was used to rate the questions.

**RELIABILITY AND VALIDITY OF DATA**

Variables and relevant dimensions identified for the study based on the literature review. Previously tested scales were used to test job satisfaction and OCB. The Table 1 shows that The data can be used for further analysis based on accepted values of Cronbach’s Alfa values and Keiser- Meyer-Olkin (KMO) values.

**Table 1. Reliability of the data**

Variable	Factors	Items	Cronbaches alfa coefficient	KMO
Job satisfaction	3	10	0.780 (good)	0.738 (good)
Organizational Citizenship Behaviour	5	15	0.808 (good)	0.701 (good)

**DEMOGRAPHIC PROFILE OF THE RESPONDENTS**

The total number of respondents in this study is 168. Out of that, there are 99 (58.3%) female and 69 (41.7%) male respondents. The majority, 57.3% of the respondents belong to the 31-45 years’ age category. Experience wise, the majority, i.e., 100 (59.5%) having 1-5 Years’ experience as an administrative officer of a university. This information presented in Table 2.

**Table 2 : Demographic profile of the respondents.**

Demographic variable		Frequency	Percentage
Gender	Male	69	41.1
	Female	99	58.9
	Total	168	100.0
Age	18-30 years	13	7.7
	31-45 years	96	57.1
	46-60 years	59	35.1
	Total	168	100.0
Experience	Up to one year	19	11.3
	1 – 5 years	100	59.5
	6 – 10 years	33	19.6
	11 – 20 years	14	8.3
	21 or more years	02	1.2
	Total	168	100.0

## ASSOCIATION BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The association between job satisfaction and OCB was tested using regression analysis. The P value of the Anova Table is less than 0.05 which indicates that the job satisfaction can be used to predict OCB among the administrative staff of state universities. According to the R square value of 16%, it shows that 16% variation of OCB can be predicted by Job Satisfaction. According to the Table 3, the P value of Job Satisfaction is less than 0.05, Which indicates that the job satisfaction is a signification predictor of OCB. This relationship is confirmed by the 95% confidence interval, where the value 'O' does not fall within the interval.

**Table 3. The Regression Coefficient for Organizational Citizenship Behaviour Upon Job**

### Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	2.977	.180		16.535	.000	2.622	3.338		
Job Satisfaction	.282	.049	.406	5.722	.000	.184	.379	1.000	1.000

## CONCLUSION AND RECOMMENDATIONS

A total of 168 administrative staff members participated in the Questionnaire survey for this study. This is a 71% of the total population, as there are 238 administrative staff members employed in all 15 state universities in Sri Lanka. However as 71% of the population has expressed their views on job satisfaction and OCB, the findings of this study could be generalized, particularly to the state university sector in Sri Lanka and generally for the administrative staff. Findings of this study explore that there is a positive and direct relationship between job satisfaction and OCB among the administrative staff of state universities in Sri Lanka. The R-Square value and the standard coefficient of Beta value confirm this relationship.

As OCB help to improve the organizational efficiency and effectiveness by building reciprocal reactions among employees, management of the state universities must think of taking actions to build and maintain a high level of OCB among university staff. For this purpose, universities need to maintain a high level of job satisfaction among their staff.

## DIRECTIONS FOR FURTHER RESEARCH

This study covered only the 15 state universities in Sri Lanka. But there are other five universities which are under different ministries. Therefore, there could be another study to cover these ministry level universities other than the 15 state universities under the university grants commission of Sri Lanka. There are three main staff groups attached to Sri Lankan universities. That is academic staff, administrative staff, and non-academic staff. Therefore this study could be expanded to the other two employee groups.

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