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Organizational citizenship behaviour, work satisfaction and employees' personality

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Abstract

The relations between the good soldier syndrome and work satisfaction, personality and socio-demographic variables were investigated in two correlational independent studies, conducted in Romania on contract-based employees from the army and employees from public and private organizations, respectively. The results show that people satisfied with their work tend to frequently adopt organizational citizenship behaviours. These behaviours are associated with the self-efficacy, the internality, and length in service within the organization. In public organizations, the availability to contributing with extra-role behaviours in the work place is more intensive than in the private ones. People having higher education levels get more involved in volunteer behaviours.

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1. Introduction

The “extra-role behaviours” proposed by Katz (1964) defined the behaviours which employees assumed voluntarily in order to contribute to the progress of the organization. The syntagm organizational citizenship behavior was first used by Bateman & Organ (1983). Later, Organ (1988) defined organizational citizenship behavior (OCB) as “individual behavior that is not explicitly or indirectly recognized by the formal reward system

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and that behaviour plays a vital role in the effective functioning of the organization.” Subsequent to the 80’s, the determinants of the good soldier syndrome were sought. One of the possible determinants, job satisfaction, was intensively studied, both in terms of the association with and prediction of the OCB. But results are inconsistent. There is the belief, not always sustained by data, that the employees who are satisfied with their work develop OCB easier, based on a reciprocity relation (Gadot & Cohen, 2004). Many results come in support of this belief, as Organ & Lingl (1995) demonstrate in their meta-analysis study. Moorman (1993) lays emphasis on the fact that job satisfaction measures, which reflect a cognitive basis, would be more strongly related to OCB than measures of job satisfaction which reflect an affective basis.

The affective state, the situational factors and the individual differences such as consciousness, agreeability, positive affectivity, self-esteem, need for affiliation, empathy, and field dependence were identified as determinants of the OCB (Cummings & McLean Parks, 1995; Smith, Organ & Near, 1983; Van Dyne). Workplace attachment constitutes a better predictor of the organisational citizenship behaviour as compared to the organisational commitment (Le Roy, & Rioux, 2013; Rioux, 2012).

There are relatively few studies of the OCB conducted on the Romanian population, (Popescu & Vladescu, 2011; Tătaru & Tătaru, 2003; Turnipseed & Murkinson, 2000), although this type of behaviour has obvious implications upon the organisational person and upon the organisation as a whole.

2. Objectives and Method

In order to analyse the relation between the good soldier syndrome and work satisfaction, personality and socio-demographic variables on the Romanian population, and to identify some predictors of the OCB, two successive studies were conducted, one in military organisations and the other in civil organisations. We anticipate that the organisational citizenship behaviour is associated with a high level of self-efficacy, internality, job satisfaction, and performance in management positions.

The first study concerned 62 contract-based employees from the army, of whom only 8.8% female; 66% hold management positions, while 34% hold executive positions. From an educational point of view, 26 are secondary education graduates, while 36 are higher-education graduates. Three tools were used:

- The Organisational Citizenship Behaviour Questionnaire adapted to the Romanian population by Tătaru & Tătaru (2003) after Podsakoff, MacKenzie, Morman & Fetter (1990); the questionnaire is composed of 25 items, with answers distributed on a Likert scale. The questionnaire has a very good internal consistency, Cronbach Coefficient Alpha .91.
- The Self-efficacy Scale (SES, Sherer *et al.*, 1982), with the general self-efficacy subscale (17 items) and the social self-efficacy subscale (6 items) with answers distributed on a Likert scale. The scale has a satisfactory internal consistency, Cronbach Coefficient Alpha .86 on general self-efficacy and .71 on social self-efficacy.
- The Work Locus of Control Scale (WLCS, Spector, 1988), 16 items with answers distributed on a Likert scale, this having a good internal consistency, Cronbach coefficient alpha.83. High scores show internality.

The participants filled out the WLCS and SES, while the supervisor completed the OCBQ for every employee. Socio-demographic data, namely length in service, management or executive position and educational level, were collected.

The second study is part of a more complex research, from which we retrieved only the aspects concerning the OCB and its correlates. The participants were 56 employees (33 female, 23 male) from the public (55.3%) and private sectors (44.7%). The two institutions from the public sector are a public school and a foster care centre. From an educational level perspective, 26.8% of the participants are secondary education graduates, whereas 73.2% are higher-education graduates. Our hypothesis stated that the OCB is associated with work satisfaction, and that there are differences between the employees of the private and public sectors as far as their availability to undertake extra activities is concerned. We also assumed that women display OCB more often than men.

Various instruments were used, out of which relevant for the present article are the Organisational Citizenship Behaviour Questionnaire (OCBQ, Tătaru & Tătaru, 2003), described in the first study, and the Job Satisfaction Questionnaire (adapted after Zamfir, 1980), comprising 16 items with answers displayed on a Likert scale, and having a good internal consistency of Cronbach coefficient alpha .88.

3. Results

3.1. The first study

The distributions of all variables are satisfactorily normal.

OCB and self-efficacy: There is a significant correlation between OCB and total self-efficacy ($r=.36, p<.02$), and general self-efficacy ($r=.33, p<.01$). This result is similar to the one obtained by Chiu and Chen (2005), who report a significant association between OCB and self-efficacy ($r=.34, p<.001$). It must be mentioned that Chiu and Chen used a different instrument to evaluate self-efficacy. Moreover, their perspective was different, as they considered self-efficacy to be a moderator variable between job characteristics and the OCB.

OCB and locus of control: As expected, OCB is significantly associated to the internality ($r=.34, p<.001$). In order to assess the intensity of the relation between the two variables, the coefficient of determination was computed. Its value ($r^2=.11$) shows that 11% of the two variables variance is common.

OCB and position of the employees: The employees with managerial functions in the army were compared to those having executive functions in the same structure. The former get more involved in organisational citizenship behaviour (M manag = 109.70, SD = 13.67) as compared to the latter. (M exec = 88.37, SD = 14.84), $t(60) = 5.64, p<.001$. The size of the effect is important ($d=1.49$).

OCB and educational level: The comparison of the employees' involvement in the OCB based on their degree of education shows that secondary education employees tend to get more involved in the OCB (M=100.03, SD=18.42) than those who benefited from higher education (M=89.42, SD=14.51), $t(60)=2.53, p<.02$. The effect size is high (d Cohen =4.9).

Predictors of OCB: Due to the fact that the four variables, namely self-efficacy, locus of control, job position, and educational level correlate with the OCB, a hierarchic multiple regression analysis was conducted considering these variables as criteria. The correlations between predictors are less than .70, which eliminates the problem of multi-collinearity. Three regression models were designed.

The first model included the management position; the results revealed that this predictor accounted for 33% of the variance in employees' organizational citizenship behaviour, $F= 30.15, p = .001$. In the second model, self-efficacy was also added. A significant change was detected in accounted OCB variance, $R^2 = .45, F = 24.80, p < .001$. In the third model, the locus of control was added. A value of 44% of the variance in OCB was obtained, $F = 15.52, p<.001$, but locus of control did not play a significant role. The results are regrouped in Table 1.

Table 1. Predictors of organizational citizenship behavior

PREDICTORS	R	ΔR^2	B	SE B	β	t	sig
	.67	.45					
1. Management position			20.97**	3.53	.57**	3.64	.001
5. Self efficacy			.75	.20	.35**	5.93	.001

** $p < .01, N = 62$

Two explanatory variables of the organizational citizenship behaviour have thus been identified: job position ($\beta =.57$) and self-efficacy ($\beta =.35$). Therefore, the more the employees who hold management positions feel effective, both instrumentally and socially, the more they show availability in contributing to the development of the organisation by undertaking extra roles.

3.2. The second study

The two institutions from the public sector are a public school and a foster care centre.

OCB and job satisfaction: Between the OCB and job satisfaction there is a medium association ($r = .33, p < .02$), obvious behaviours in favour of the organisation being joined by a high level of satisfaction. The results of the regression analysis showed that job satisfaction is a weak predictor of OCB.

OCB and type of working sector: We have studied the variation of the OCB and work satisfaction based on the type of job of the employees: private sector, public school, and foster care centre. The ANOVA test has revealed significant global differences for both variables (Table 2). The post-hoc analysis conducted by using the Bonferoni test has highlighted the existence of significant differences between the employees of the private sector and each of the two public institutions.

Table 2. Differences between groups in private and public sectors

	private sector		public school		foster care centre		ANOVA		effect size
	mean	SD	mean	SD	mean	SD	F(2, 53)	Sig.	η
organizational citizenship behavior	43.25	21.01	61.38	15.79	78.93	27.99	12.77	< .001	.32
Work satisfaction	20.64	1.63	28.38	5.58	26.0	2.17	28.55	< .001	.52

The highest level of OCB is reached in the foster care centre. One can state that employees in the public sector are more frequently willing to undertake extra-roles than those in the private sector. In the foster care centre, the availability to undertake extra-role behaviours is greater than in a primary school, probably due to the job responsibilities which entail a strong emotional dimension. The ones who choose to work in foster care centres are most often intrinsically motivated and get emotionally involved in their job, a possible result being a more intense emotional consumption which can result in lowering the level of satisfaction.

Work satisfaction in the public sector is statistically higher than in the private sector and certainly not because of the financial rewards. The maximum degree of satisfaction was registered among school employees.

OCB and gender: The frequency of OCB among genders was compared. As a tendency, women get more involved in OCB ($M=64.0$ $SD = 25.96$) than men ($M=49.35$ $SD = 24.34$).

As in the first study, higher-education employees were compared to secondary education employees. The latter get more involved in extra-role behaviours ($M=71.33$ $SD = 30.92$) than the former ($M=53.10$, $SD = 22.62$), $t(54)=2.41, p < .02$. The size of the effect is relatively large (d Cohen = .71).

4. Conclusions and Discussion

Summarizing the obtained results, we mention the significant association of OCB to self-efficacy, in line with the results obtained by Beauregard (2012). A medium association between OCB and internality was found too, in accordance with Turmipseed & Bacon (2009), using the same scales. Though conducted on differently socialised populations from an organisational point of view, both studies lead to the conclusion that the higher the educational level, the lower the exhibition of OCB. A plausible explanation seems to be the one given by Bergeron *et al.* (2013); for career evolution, the time spent on task performance is more important than the time spent on OCB, reason for which the higher-education degree holders focus more on task performance, as they have better chances of getting promoted.

The management position, self-efficacy and internality were identified as predictors for the organizational citizenship behaviour in the military organization. This conclusion can be useful for the selection process, in that candidates who demonstrate strong internality and availability to assume extra-role behaviours should be preferred for hiring as compared to the ones who do not demonstrate such skills. At the same time, employees can be helped to train their internality in order to become better organisational citizens who shall be more satisfied with their work. OCB is associated with job satisfaction, in accordance with the findings of Murphy, Athanasou, & King (2002), Miao (2011), and Mehboob & Bhutto (2012). The relation is more intense in the public sector than in the private one. Our results, therefore, suggest that satisfaction is a weak predictor of OCB, according to Mehboob and Bhutto (2012), and contrary to the results obtained by Organ (1988).

The fact that the availability towards OCB is lower in the private sector as compared to the public one can be explained by the result found by Bergeron, Shipp, Rosen, & Furst (2013); career evolution is associated with the

time spent on task performance and it is more important than the time spent on OCB. Although this is not statistically relevant, we found that women tend to be good organisational citizens more often than men. It is possible that this finding be the effect of gender role stereotypes, therefore sustaining the general supposition that women are more likely to be expected to be ‘good soldiers’ than men (Allen & Rush, 2001).

An interesting research direction is the perception of OCB from the perspective of the cultural differences which have already been pointed out (Paine & Organ, 2000), and which could influence both the involvement of persons in such behaviours and the way they are perceived by their supervisors and colleagues.

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