Impact of Job Satisfaction on Organizational Citizenship Behaviour Mediated by Organizational Commitment in Public Sector Banks

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Abstract: The purpose of this paper is to investigates the extent that impact of job satisfaction on organizational citizenship behaviour mediated by organizational commitment in public sector banks. In past decades organizational citizenship behaviour developed a significant concept in the field a of management and psychology and established an inordinate transaction of consideration in the literature. Job satisfaction is an essential aspect of employee performance and success. Employees who are satisfied will go much beyond their job roles and this will improve organizational effectiveness. The sample size is 309 and data was collected from public sector bank employees through questionnaire. Correlation and regression analysis both were used to test the hypotheses in this study. All the present variables in this research were found to be expressively associated with each other.

1.   Introduction

This study investigates the degree that impact of job satisfaction on organizational citizenship behaviour mediated by organizational commitment in public sector banks. In past decades organizational citizenship behaviour developed a significant concept in the field a of management and psychology and established an in ordinate arrangement of consideration in the literature.(Smith et al., 1983;Bateman and Organ 1983; Organ 1988; Organ and Ryan 1995;Niehoff and Moorman, 1993;Podskoff et al., 2000; Bolino et al.,2002; LePine et al., 2002; Bergeron, 2007; Tang et al., 2008) organizational citizenship behaviour "represents individual behaviour 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". In the various studies the researchers had been explained that there is a relevant antecedent of OCB. Like job satisfaction (Betten Court et al., 2001; Mackenzie et al., 1998; Netemeyer et al., 1997) Organizational commitment (Podsakoff et al., 1996; Mackenzie et al., 1998). In keeping in mind, the situations, the managers need to pay more attentions toward employee's recruitments and retentions. And employees should be decided skilled and well competent, and they provide and fetch resources to the whole working environment (Mondy& Noe 2005).Workers should keep an optimistic view point; show an attitude of the commitment, honesty and have loyalty to the organization, and good support with the colleagues. Personnel satisfied with their job the present behaviour that makes a transformation in the lifecycle of any organization. It gives a motivation for organizational commitment, satisfaction and aspiration to retain in organization.

2.   Research Gap

In most of the available literature problems are mainly restricted to only some of investigation empirically on job satisfaction and its association with organizational citizenship behaviour. Though previous study proposes that job satisfaction is a factor of OCB. As Ackfeldt and Coote (2005) proposed that organizational commitment and job satisfaction are directly connected with OCB. In some other related research, it is stated that organizational commitment and job satisfaction are main job attitude (Mac Kenzie et al., 1998). In previous studies Meyer et al., (2002) explained that personnel who feel emotionally committed to their organizations are satisfied with job, salary, work environment, superiors and their policies show more citizenship behaviour. This paper attempts to fill the gap by analysing to understand the impact of job satisfaction on OCB mediating by organizational commitment among the employees of public sector banks and this study need to be recognise as requiring intensive research.

3.   Review of Literature

Job Satisfaction: Job satisfaction may define as pleasantemotive state resultant of the assessment of her/his work (Locke, 1976). (Brown & Peterson, 1993)Some researches consider employees Job satisfaction as on

generalvariable, while thesome mayreflect its and some dissimilarextents- pay, opportunities for promotion,satisfaction with work supervisor, customers and workmates and observe them distinctly. Worker job satisfaction is positively associatedwith the growth of employee organizational citizenship behaviour. Two theories support this association; the concept of emotional contract (Morrison and Robinson 1995) and the theory of social exchange (Konovsky& Pugh 1994). In both theories basedon thatassociationreflects in "reciprocity rule" a contentedworkerresponds organizational citizenship behaviour towards for those employees who have helped her/him(Bateman& Organ 1983). For better employee job satisfaction favour organizational commitment, and employees encourages for work as satisfied employees. As the loyal employee of the organization are capably trying that is likely to be from the employees and expecting contribution for the organization. (Rogers et al., 1994; Schneider et al., 1992; Mackenzie et al., 1998;) accepted that it is improbable that when the workers are not satisfied, they will give an exceptional service with their work. In overall researches it was analysed that this association empirically found that organizational citizenship behaviour influences by the workers job satisfaction (Bateman & Organ, 1983; Organ & Ryan, 1995; Netemeyer et al.,1997). Wicker (2011) defined Job satisfaction as a logic of pride and inward fulfilment that is achieved when employee performing an actual work. Hoppock (1935) presented in his book that the objective of job satisfaction as theoretic concept as being some number of physiological, psychological and environmental circumstances that are prompt to an employee to reveal fulfilment towards their job. Poon J. M, (2003)It is a positive emotional state that develops when the assessment of an individual of their performance and learning. Spector (1997)expressed that job fulfilment is what employee feels about their job either they dislike or like the job, liking the job show the satisfaction or disliking the job shows the dissatisfaction of employees.

Organizational citizenship behaviour: Organ (1988) stated the appearance within an organization with these types of behaviours is known in the field of literature under the term of organizational citizenship behaviour or "the good soldier syndrome". This established under the various forms such as organizational compliance volunteering, loyalty and helping others (Podsakoff et al., 2000). Such kind of behaviour is rather a matter of individual choice. As in the job description the duties are not specified, this kind of behaviour which are not essential by the organization and as a result, it cannot be rewarded, but it regularlycarries informal appreciation to the manager's, employee-peers appreciation, or organizational partners and for the organization functional effectiveness and achievement. Organizational citizenship behaviour has been associated with overall organizational effectiveness and improvement in productivity of the employees. Organ (1988, 1997)defines organizational citizenship behaviour as being intended and discretionary behaviour of individual organizational associates, in that aggregate, is likely to encourage overall organizational effectiveness. Instances of organizational citizenship behaviour included protecting the organization when the other employees criticize it and supporting co-worker with their duties.

Organizational citizenship behaviour has been associated with social responsibility for which no monetary benefits are attached. Organizational citizenship behaviour is job correlated behaviour then it is not secured to any formal rewarded structure and is done towards increase the active operation of the organization. OCB is a form of extra role behaviour which contributes to increase individual effectiveness in the service of overall organizational effectiveness. Organ (1997) stated Organizational citizenship behaviour by means of contribution to the enhancement and maintenance of the psychological and social framework which supports job performance'. Van Dyne et al., (1994)OCB is referred as multi dimensions concept that comprises all the helpful organizationally related behaviours of organizational associates, including organizationally pertinent extra-role behaviours, traditional in-role behaviours and political behaviours, such as complete and accountable organizational contribution.

Organizational Commitment: Muchinsky, (2007) stated Organizational commitment as the employee's loyalty to their organization. Meyer & Allen (1991), Davenport (1999) stated the organizational commitment is recognized if worker and organization have adoptive more attention on maintain workers relationship with work or job. Mathiev& Zajac (1990) defined that what the different definitions and measurements have in common which are giving consideration it as an association among employee and the organization. Davis &Newstron (2001) mentioned that the employee practices a level of devotion connected to their attachment for the organization and their inclination to stay in the organization or continue occupied through it. Organizational commitment is a psychological attachment, so the worker feels senses to their work.

Meyer & Allen (1991) stated that only employees are feels usually motivated to act properly in an organization and making it accurate. Consequently, this is likely that noble loyalty and devotion be emphatically linked with, excellent attendance, good level of performance and the demonstrations of an OCB. Personnel who show this noble obligation are more devoted or dedicated. Employees only feels a rich level of individuality among his/her standards and the morals thought by that organization. The employees appreciate that they are

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contributing expressively to a wise cause, to do well from their works. Meyer (1997) suggests that employees who are engaged are more possibly to stay in the organization in comparison to the employees who are disengaged. Organizational commitment establishes himself/herself as an emotive linking that an employee feels for their job.

Caldwell et al., (1990) in his research examined that the organizational commitment is linked with the worker inspiration. Evidences that admit employee's engagement are noticed by employees' arrangements or extra-ordinary behaviour within the organization like their consent to job after a particular time. Organizational commitment that can be single of the instrument of the HR department have to examine the employee recognition with the organizational loyalty and goals concerning them to their work.

4. Methods

This research was conducted with the aim of examining and analysing the impact of job satisfaction on OCB mediated by organizational commitment in the public sector banks. The population in this study are executives from six public sector banks in different cities of west Uttar Pradesh of India. The convenience sampling was used. And a sample of 309 respondents was obtained. This study adopted different scales for questionnaire development. For job satisfaction measurement Smith PC et al., 1969 was used it have total 11 items including the area of promotion, pay, nature of job, supervision and the individuals on the work. To measure the organizational citizenship behaviour scale developed by Podsakoff et al., (1990) was used it includes total 12 items including five dimensions, namely, altruism, conscientiousness, courtesy, sportsmanship and civic virtue. And for organizational commitment measurement the scale developed by Allen and Meyer (1996).
By using SPSS software version 23 data analysis has been done.

Data Analysis

Table 1: Distribution of Study Subjects According to Demographic Variables

Variables	Number	Percentage
Age group(years)		
21-25	24	7.8
26-30	76	24.6
31-35	60	19.4
36-40	41	13.3
41-45	23	7.4
46-50	24	7.8
51-55	36	11.7
56-60	25	8.1
Gender		
Male	192	62.1
Female	117	37.9
Marital status		
Unmarried	50	16.2
Married	259	83.8
Bank		
Punjab National Bank	56	18.1
Canara Bank	63	20.4
State Bank of India	81	26.2
Bank of Baroda	36	11.7
Allahabad Bank	40	12.9
Vijaya Bank	33	10.6
Designation		
Executive	309	309
Experience (years)		
0-10	174	56.3
11-20	73	23.6
21 and above	62	20.1
Qualification		
Graduate	88	28.5
Postgraduate	221	71.5
Total	**309**	**100**

Assessment of correlation of job satisfaction and organization citizenship behavior mediated by organizational commitment

Table 1a: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value
	B	Std. Error	Beta		
1 (Constant)	41.381	2.077		19.926	0.000
Job satisfaction	-0.279	0.066	-0.240	-4.239	0.000
a. Dependent variable: Organizational commitment					

Table 2b: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value
	B	Std. Error	Beta		
(Constant)	50.885	2.753		18.485	0.000
1 Job satisfaction	0.125	0.059	0.123	2.139	0.033
Organizational commitment	-0.214	0.050	-0.244	-4.234	0.000
a. Dependent variable: Organizational citizenship behavior					

Regression Coefficient for indirect effect= -0.279 * -0.214 = 0.059706
Sobel test for testing indirect effect significance: Test statistic: 3.00760181
p-value: 0.002

According to Table 1a, organizational commitment is significantly (p=0.000) dependent on Job satisfaction. The unstandardized regression coefficient meant for predicting the mediator (organizational commitment) from independent variable (Job satisfaction) is -0.279. The standard error for that coefficient is 0.066. Table 4b shows that the partial effect of organizational commitment on OCB is statistically important (p =.000). The partial unstandardized regression coefficient for predicting the dependent variable (OCB) from the mediator (organizational commitment) holding persistent the independent variable (Job satisfaction) is -0.214. The standard error for that coefficient is 0.050. The coefficient for direct effect is 0.125 and it is significant (p=0.033). The regression coefficient for secondary effect was found to be 0.059706 and it was found to be significant (p=0.002) with the Sobel test statistic of 3.00760181.

According to Table 1a, the unstandardized regression coefficient for expecting the mediator (organizational commitment) from the independent variable (organizational justice) is -0.07. However, organizational commitment is not significantly (p=0.202) dependent on organizational justice. The standard error for that coefficient is 0.055. Table 1b shows that the partial effect of organizational commitment on OCB is statistically significant (p =.000). The fractional unstandardized regression coefficient for predicting the dependent variable (OCB) from the mediator (organizational commitment) holding constant the independent variable (organizational justice) is -0.235. The standard error for that coefficient is 0.048. The coefficient for direct effect is 0.196 and it is significant (p=0.033). The regression coefficient for indirect effect was found to be 0.01645 and it was found to be non-significant (p=0.218) with the Sobel test statistic of 1.23178570.

5.   Findings

Considering all the related literature review and data analysis it shows that there is significant effect of job satisfaction on OCB with the mediating effect of organizational commitment between the personnel of public sector banks because job satisfaction and employee commitment, devotion and their loyalty are key elements which lead towards the organizational citizenship behaviour. It is important for banking industry to focus on the employee job satisfaction and organizational commitment because worker job satisfaction is significant whether they are intrinsic or extrinsic. These findings can also help the public sector banks to understand that employees job satisfaction and commitment could contribute indirectly for the better performance of the banking industry and it also leads towards the OCB.

6.   Managerial Implications

The study discovered that there is a impact of job satisfaction on organizational citizenship behaviour with the mediation of organizational commitment in public sector banks employees. Therefore, the public sector banks must take notice that job satisfaction plays pivotal role for organizational citizenship behaviour with effect of loyalty and devotion of employees that also known as organizational commitment. The public sector banks

need to make employees more satisfy in that way in which employees feel motivated and committed so that they can devote their time, energy and skill to give better performance in which they also give voluntary contribution as extra role behaviour and organizational citizenship behaviour.

7. Conclusion

This research examined the effect of job satisfaction on OCB with the mediating effect of organizational commitment in public sector banks. The finding suggests that there is a positive relationship between job satisfaction and Organizational Citizenship Behavior with the mediating effect of organizational commitment. There are numerous factors of OCB like if employee is satisfied with his/her job he/she is likely to be participating in the extra role behavior and showing his/her loyalty very positively.

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