

Impact of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviour

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Introduction

Avery Dennison Lanka is the market leader for manufacturing labeling and packaging materials to the apparel industry in Sri Lanka which is the selected context of the current study. Main objective of this study is to identify the impact of job satisfaction and organizational commitment on organizational citizenship behavior (OCB) among the staff level employees of Avery Dennison Lanka.

Literature Survey

Empirical studies carried out by various researchers established the relationship between Job satisfaction and OCB. Majority of the studies showed strong correlation between the two variables. Davoudi (2012) suggest that job satisfaction is the strongest measure that correlates to OCB, According to Bateman and Organ (1983) also detected substantial relationship between job satisfaction and OCB. Unal (2013) found that more the employees are satisfied more they show citizenship behaviors. Along with job satisfaction organizational commitment also relates to OCB. According to Ibrahim& Aslinda (2013) Organizational commitment variable has direct relationship (positive) with OCB variable. According to Bolat and Bolat as cited in Ozdem (2012) Workers commit to their organizations on account of the opportunities they are offered, and this commitment becomes organizational citizenship behavior in the time which contributes to the organization itself. Hence these arguments lead to hypotheses as follows;

H₁: Job satisfaction positively impacts on organizational citizenship behaviour.

H₂: Organizational commitment positively impacts on organizational citizenship behaviour

Methodology

Research Design: This study is identified as a correlation study. This study was conducted to determine the relationship among two independent variables and one dependent variable from the same group staff level employees at Avery Dennison Lanka PLC. The strength and direction of relationship among variables were examined through testing the hypotheses.

Research Setting and Sample Procedure: Research setting for this study is Avery Dennison Lanka PLC. Unit of analysis was at individual level of the staff level employees of customer service department and sales department. A sample size was 60 staff level employees. The questionnaire was distributed according to the census sample method. It was possible to collect all questionnaires (60) from all the employees.

Research Instruments: Questionnaires with a total of 51 items were designed by the researcher based on other already established instruments to gather data from subject on the three variables. Scale for measure OCB Chun-

Lo and Ramayah (2009), scale for measure job satisfaction, Unal (2013) and scale for measure organizational commitment Allen & Meyer (1990).

Data Analysis: Data Analysis was performed using the software SPSS version 18.0. Reliability analysis was conducted to determine the internal consistency of the scales. Conceptualization of both dependent variable and independent variable were based on models used in research published previously. This method was used to increase the content validity of operationalizing the research and to increase comparability.

Results and Discussion

The first Hypothesis: Job satisfaction positively impacts on OCB. Result of Correlation Analysis for Job satisfaction is $r = 0.857$ and the p value is less than 0.05. It shows high positive Correlation between Job Satisfaction and OCB. The regression output for Job Satisfaction values of Coefficient as 0.366 with the significant of 0.003. These showed that Job Satisfaction contribute to affect OCB. Positive impact explains that the increase the level of Job Satisfaction courses to increase the OCB of staff employees. Base on above result Hypothesis one can be accepted and reject the null hypothesis. As Brown cited in Jahangir, Akbar and Haq (2004) Workers with high level of job satisfaction are more likely to be engage in OCB. The result of current study aligns with above findings. Unal (2013) found that the more employees are satisfied the more they engage in OCB. The findings of current study agree with above result. Bateman and Organ (1983), conclude that Job satisfaction is strongly and positively related to "citizenship" dimension of role performance and they also found that each dimension of job satisfaction positively correlate to Citizenship Behavior. These findings also support to the current research study.

The second Hypothesis: Organizational Commitment positively impacts on organization citizenship behaviour. Correlation analysis $r = 0.882$ and the p value is less than 0.05. Output of regression analysis for Organizational Commitment was resulted Coefficient as 0.564 with the significant of 0.000 which proved employees highly committed in their work have high OCB. Literature supports the above hypothesis as follows: According to Bolat and Bolat cited in Ozdem (2012) workers commit to their organizations on account of the opportunities they are offered, and this commitment becomes organizational citizenship behavior in the time which contributes to the organization itself. Organizational commitment is conceptualized as a strong belief in, and acceptance of an organizations goals and a strong desire to maintain membership in the organization Dyne and Ang (1998). The result of present study also proved that the Organizational Commitment positively impacts on OCB.

Conclusion and Recommendations

The ultimate outcome of the current study is that job satisfaction and organizational commitment positively impact on organizational citizenship behavior of staff employees in Avery Dennison Lanka PLC.

Current study highlighted that there is high positive impact of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior. Therefore, management of Avery Dennison Lanka should focus on satisfying employees by giving rewards and recognitions and by using monetary rewards such as incentives bonuses and non-monetary rewards like giving letter of recognitions, using praises which motivate employees, and arranging trips, cocktail parties and etc.

To increase organizational commitment, the management should train and develop people then they can do their functions well. If they promote people who are suitable for the next position of their job and mainly use the internal recruitment methods. Then only, organization can increase level of OCB in staff level employees.

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