RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB): THE MODERATING ROLE OF TEAM COMMITMENT

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By

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ABSTRAK

Kajian ini bertujuan mengkaji hubungan antara kepuasan kerja dan gelagat kewarganegaraan organisasi (OCB), serta mengenal pasti sama ada komitmen pasukan mempengaruhi hubungan antara kepuasan kerja dan OCB. Seramai 94 orang anggota Tentera Darat di Kem Mahkota, Kluang, Johor diambil sebagai sampel kajian, dengan menggunakan kaedah persampelan rawak mudah. Soal selidik dibahagi kepada empat bahagian iaitu Bahagian A (faktor-faktor demografi – 7 item), Bahagian B (kepuasan kerja – 72 item), Bahagian C (gelagat kewarganegaraan organisasi – 21 item), dan Bahagian D (komitmen pasukan – 12 item). Kajian ini menggunakan analisis frekuensi, analisis deskriptif, korelasi Pearson, dan ANOVA sehala untuk menguji hipotesis kajian. Hasil kajian mendapati terdapat hubungan yang signifikan antara kepuasan kerja dan OCB. Kajian juga menunjukkan bahawa komitmen pasukan mempengaruhi hubungan antara kepuasan kerja dan OCB. Faktor demografi umur didapati mempunyai hubungan signifikan terhadap amalan OCB, manakala faktor demografi tempoh perkhidmatan didapati tidak mempunyai hubungan signifikan dengan amalan OCB.

ABSTRACT

The purpose of this study was to examine the relationship between job satisfaction and organizational citizenship behaviour (OCB), and to determine whether team commitment moderates the relationship between job satisfaction and OCB. Data were taken from 94 Army personnel that working in military base located in Mahkota Camp, Kluang, Johor. This study used the simple random sampling technique. The questionnaire was divided into four section, namely Section A (demographic factors – consist 7 items), Section B (job satisfaction – 72 items), Section C (organizational citizenship behaviour – 21 items), and Section D (team commitment – 12 items). This study was used frequency analysis, descriptive analysis, Pearson correlation, and One-way ANOVA to test the hypotheses. The results suggested that job satisfaction was significant related to organizational citizenship behaviour. The study also indicates that team commitment does moderates the relationship between job satisfaction and OCB. Demographic factors, age was found to be related to OCB practices, while tenure was found not related to OCB practices.

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"Seek knowledge from the cradle to the grave"
-Prophet Muhammad S.A.W.

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This piece of work is especially dedicated to:

My beloved parents

Siti Zahrah Md. Ali
Jaafar Johari

My beloved siblings

Azahari Jaafar
Idris Jaafar
Hadaffi Jaafar
Siti Noor Aminah Jaafar
Mohamad Nor Jaafar
Siti Nur Atiqah Jaafar

Not forgotten

My Sisters-in-laws
Ruhaida Idayu Aripin
Salina Suparin

My Nephews & Nieces
Muhammad Noor Afiq, Noor Athirah Izzati, Noor Adrianna Izzati
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ABBREVIATIONS

OCB   Organizational Citizenship Behaviour

JS   Job Satisfaction

TC   Team Commitment

CHAPTER ONE

INTRODUCTION

1.0 Introduction

It is commonly accepted in the management literature that organizations need employees who are willing to exceed their formal job requirements (Katz & Kahn, 1978, Organ 1988). Employees who go the extra mile by performing spontaneous behaviours that go beyond their role prescriptions are especially valued by management (Normala, 2005). Organizational citizenship behaviour (OCB) is an extraordinary aspect of individual behaviour at work. OCB has been said to enhance organizational performance because these activities lubricate the social machinery of the organization, reduce friction, and increase efficiency (Bateman & Organ, 1983). Specifically, OCB has been defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p.4). The word 'discretionary' according to Organ (1988), means that the behaviour is not enforceable requirement of the role or the job description.

Organizational citizenship behaviour becomes one of the topics that have generated considerable research attention in recent years. In 1977, Organ for the first time introduced the term "organizational citizenship behaviour" (OCB), which he suggested was a component of job performance (Murph, Athanasou and King, 2002). OCB is viewed widely as contributing to an organization's overall effectiveness (Organ, 1988, 1997; Podsakoff,

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