

THE RELATIOSHIP BETWEEN JOB SATISFACTION AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) : A STUDY IN
SHORUBBER (M) SDN. BHD.

By

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ABSTRACT

This study examines the relationship between job satisfaction with extra role behaviour so-called organizational citizenship behaviour (OCB) by using reliability analysis, descriptive analysis, correlation coefficient analysis, multiple regression analysis and beta analysis. This study is a replication of Organ (1988), Organ, Podsakoff and McKenzie (2006) and Ge, Su and Nankai (2010) which adapting 34 item instruments on affective job satisfaction and cognitive job satisfaction on the exhibition of organizational citizenship behaviour among the staffs in the factory like Shorubber (M) Sdn. Bhd. The study highlights on both affective and cognitive job satisfaction which are said to be the best predictors in influencing the practise of organizational citizenship behaviour. Based on the findings, it is confirmed that affective job satisfaction made significant contributions to organizational citizenship behaviour. Recommendations and implications for future research and practise were also discussed.

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CHAPTER 1 :

INTRODUCTION

1.1 Introduction

An employee's citizenship behaviour at the workplace is actually a form of reciprocation of the favourable treatment he or she receives from the organization (Aryee, Budhwar & Chen, 2002). Workers would respond positively to those actions of the organization that would support them in their work and reciprocate such support by enacting their role requirements adequately, and by performing non role tasks to facilitate organizational goals (Griffin & Ebert, 2006). There are many factors which can induce organizational citizenship behaviour (OCB) practice on the part of employees. Job satisfaction is one of that, to enhance OCB practises.

1.2 Background of The Study

Sometimes people at work may make extra efforts that go 'above and beyond the call of duty'. They may do things to help other individuals. For example a worker volunteered to pick up a co-worker at the airport, or to help the organization; like stayed late to finish up work that had to be done. It also involves working overtime without expectation of extra salary, or volunteering to organise any activities in the office, reach the office earlier than the normal working hour, preparing tea for the guests or entertain clients during weekends. These are the typical examples of organizational citizenship behaviour (OCB). It has received an enormous deal of interest in the literature (Swaminathan & Jawahar, 2013; Marshall, Moncrief, Lask & Shepherd, 2012; Mehboob & Bhutto, 2012; and Mohamad, Habib & Alias, 2011).

Most of organizations require the employees who can perform these extra role behaviours which will benefit them. Much evidence from the previous studies indicates that those organizations that have that kind of employees will perform much better than those that don't. As a consequence, organizational citizenship behaviour is chosen as a dependent variable for some human subject studies.

Being the cooperative subordinates that benefit the organization, towards achieving organizational goals, all these are demonstrated in the definition of citizenship behaviour. OCB has become a debate by many academicians since its conception. It is perceived to be something abstract, seldom formally recognized or even rewarded, and concepts like 'helpfulness' or 'friendliness' are also difficult to quantify. The hypothesis that OCB enhances organizational effectiveness, for example, is supported by a few empirical studies dealing with OCB effects.

Bateman & Organ introduced the fundamental terms of OCB somewhere in 1980s, later reconsidered and improved by several numbers of researchers such as Podsakoff & Mackenzie (2000), Jahangir, Akbar & Begum (2006); Khalid & Ali (2005).

Managers in most organization are aware of the facts that organizational citizenship behaviour can helps in maximizing the organizational performance of companies, as according to the research done by Podsakoff, Mackenzie, Paine & Bachrach (2000). By considering the organizational performance, those managers must understand how organizational citizenship behaviour is affected by numerous variables. This is very much important to emphasize.

This kind of consideration can assist managers to adjust the condition that provides the motivation and satisfaction for their employees. Organ (1988) argued that, “OCB is linked with prosocial motives or a desire to benefit other people”. Therefore, it imputes how employees decide on the amount of effort they are willing to contribute for their organizations to how much the organization support their well-being. Pertaining to this approach, “employees are believed to perform OCB due to their perception of organizational fairness, which leads to their willingness to reciprocate favours from their supervisors”, as declared by Rioux and Penner (2001).

Becoming a successful and sustainable player in the market, an organization need more than efficient and skilled employees; those employees who will build up each other’s efforts, who committed in “citizenship behaviors”. Organizational Citizenship Behavior is also known as “the extra role behavior, which is the act of performing the job beyond the job requirements” (Organ, 1988). Additionally, as for him, OCB also can be defined as “performance that supports the social and psychological environment in which task performance takes place”.

While this reverse the flexible nature of workers’ roles in the present day workplace, and recognized the fact that employees do get rewarded for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000) usually many understanding on OCB are associated with going ‘the extra mile’ or ‘above and beyond’ to help others at work. Employees with high job satisfaction will display better Organizational Citizenship Behavior (OCB) and it will consecutively give a good impact to their work performance.

Organ also proposed a five factors OCB model comprising altruism, courtesy, conscientiousness, civic virtue and sportsmanship. Altruism can be described as “discretionary behaviors that have the effect of helping a specific other person with an organizationally relevant task or problem” (Organ, 1988a; Podsakoff, Mac Kenzie, Paine, and Bachrach, 2000). Courtesy can be defined as “discretionary behaviors on the part of individual aimed at preventing work related problems with others” (Organ, 1988a; Podsakoff et al; 2000). Whereas conscientiousness is defined as, again “discretionary behavior on one part of an employee that goes well beyond the minimum role requirements of the organization, in the areas of attendance, obeying rules and regulations, breaks, and so forth” (Organ, 1988a; Podsakoff et al., 2000). Civic virtue represents “behavior on the part of individuals indicating that they responsibly participate in, are involved in, or are concerned about, the life of the organization”, (Organ, 1988a; Podsakoff et al., 2000). Sportsmanship is “the willingness of employees to tolerate less than ideal circumstances without complaining”, (Organ, 1988; Podsakof et al., 2000).

In some human subject studies, OCB can be a dependent variable, which has its antecedents; the factors that contribute to OCB practices. It also can serves as an independent variable, where there will be consequences out of practicing OCB.

In the study done by Zheng, Zhang and Li (2012), performance appraisal process can be the one of the predictor for the employee extra-role performance. According to Norris, Watts and Levy (2004), “performance appraisal process and OCB link invokes an underlying social exchange motive that explains employee engagement in OCB as a reciprocation of employees to their organizations”. Performance appraisal process

includes three aspects; observation, feedback and planning (Findley, Giles and Mossholder, 2000). Observation means “the extent to which the supervisor knows about his/her subordinates’ performance, overtime and under different conditions” (Findley et al., 2000). Feedback captures “the degree to which the supervisor listens to his/her subordinates and to which the supervisor discusses performance related issues with them”, (Findley et al., 2000). Whereas planning encompasses “the degree to which the supervisor and his/her subordinates discuss, define and improve goals and performance criteria”, (Findley et al., 2000).

Social exchange theory which explains the employees’ readiness to reciprocate their cooperation to their organizations or their supervisors shows the linkage between the process of performance appraisal and OCB. The employees and their supervisors must work together to implement this process, (Fletcher, 2001). In this link, employees acquire their organization’s equity awareness, feedback from their organization as well as planning by the organization that shows support to the employees, and their actual professional growth, which will stimulate the norm of reciprocity in social exchange relationships. Through performing OCB, employees will “compensate” their organization (Organ, 1988; Blakely, Andrew & Moorman, 2005).

“Apart from the process of performance appraisal, several other Human Resource Management (HRM) practices of an organization; support at work, training, reward system, supervisory assistance, have the potential to induce OCB on the part of the employees” (Husin, Chelladurai & Musa, 2012).

On the other hand, based on the study done by Lv, Shen, Cao, Su and Chen (2012), among all other Big Five personality; agreeableness, conscientiousness, extraversion, neuroticism and openness to experience, conscientiousness as one the OCB model, becomes the strongest predictor to OCB (Organ, Podsakoff & McKenzie, 2006). The conscientiousness dimension of the Big Five includes the traits of dependability, playfulness, self-discipline, and perseverance. “Punctuality, regular attendance, obeying the rules of work group governance, and principled conduct can be classed as conscientious behaviors” (Organ et al., 2006). “Therefore, conscientiousness can be viewed as a dispositional antecedent of OCB”, (Lv et al., 2012).

In another empirical research done by Liu, (2009), perceived organizational support (POS) is also proved to be the factor which enforced the practice of OCB. Rhoades & Eisenberger (2002) suggested that “employees develop POS through accessing their working conditions, organizational rewards, support received from supervisors and procedural justice”. “Following social exchange theory, “employees who feel they are well supported by their organizations tend to reciprocate by engaging in more acts of citizenship behavior than those having lower levels of POS” (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001).

Job satisfaction also is proved to be the antecedent to OCB whereby, again according to Organ (1988), “Satisfied people are more willing to do little ‘extras’ either spontaneously or when requested, and in general are easier to work in a day-to-day relationship”. Some other factors that can act as the antecedents to OCB are personality/traits, role clarity, attitudinal, leadership style, organizational

commitment, organizational culture, organizational justice or organizational effectiveness.

Employees' engagement in OCB also resulted to some factors as its consequences or outcomes. As according to Castro, Armario & Ruiz (2004), OCB will enhance customer loyalty of an organization through service quality. In their study, in determining the results of OCB on customer perceptions and organizational performance, both employee data and customer data are analyzed. "By displaying behaviors represented by OCB, they are able to deliver quality service because they endeavor to best assist the customer" (Castro et al., 2004).

Even though organizational effectiveness is categorized as the antecedent of OCB before, it also may acts as the outcome. This is based on the empirical research done by Sevi (2010). In his finding, OCB will decreases organizational effectiveness when there are group members withholding effort. As a contradiction, if the group members contribute much more effort, OCB will enhance organizational effectiveness. OCB also will lead to high service quality among the front line employees.

1.3 Problem Statement

"OCB has become a subject of increasing interest in the management and organizational behaviour literature" (Podsakoff, Whiting, Podsakoff, & Blume, 2009). In order to ensure the successful of an organization, the practise of positive behaviours among the employees is very important. The said behaviours, so-called organizational citizenship behaviours, may widen in terms of job duties, roles and

responsibilities. It is said to be discretionary where OCB often remain outside of their definite contractual obligations.

Even though the assessment done by supervisor and co-worker may influence employees' performance appraisal, it does not mean that OCB practices can be directly and formally recognised or rewarded by the company, through promotions or increment in salary. Through this way, it will indirectly facilitate future reward gain. OCB also must "promote the effective functioning of the organization" (Organ, 1988).

In the intention to resolve the antecedents of OCB, there are different variables have been researched. Generally studied antecedents of OCB are job satisfaction, perceptions of organizational justice, organizational commitment, personality characteristics, task characteristics and leadership behaviour. Many researchers have been doing the research to explore the relationship of job satisfaction, leadership, motivation and personality as predictor of organizational citizenship behaviour (Mohammad, Habib & Alias, 2011; Gunavathy & Indumathi, 2010; Pal, 2012; Najari, Ahmadi & Habibatar, 2011). The study has proven the direction of relationship of job satisfaction, leadership, motivation and personality with organizational citizenship behaviour.

Job satisfaction is one of the most impulsive antecedents of OCB. Smith et al. (1983) and Bateman & Organ (1983) conducted the first research on the antecedents of OCB,

and later they discovered that job satisfaction can be the best anticipator. “Even after 17 years of research, job satisfaction is still the leading predictor of OCB” (Organ & Ryan, 1995).

Therefore, it comes to the gap that concept in OCB such as employees’ job satisfaction towards the organization is not yet been investigated by any researchers, in the company such as Shorubber (M) Sdn. Bhd.

1.4 Research Question

This research focuses on the factor that influencing the practise of organizational citizenship behaviour (OCB) in Shorubber (M) Sdn. Bhd. The research design is to study how organizational citizenship behaviour (OCB) is predicted to be influenced by affective job satisfaction as well as cognitive job satisfaction. This research question will be used as a guideline by the researcher in order to conduct the research successfully. The purposes or aims are to clarify and formulate objectives or hypothesis. The research questions are as follows:

- Does affective job satisfaction has relationship with organizational citizenship behaviour?
- Does cognitive job satisfaction has relationship with organizational citizenship behaviour?

1.5 Research Objective

In general, the objectives of the researcher in conducting this study are finding solutions to a problem and increase the scope of knowledge. The objective of this research is, to find whether affective and cognitive job satisfaction has relationship with organizational citizenship behaviour.

1.6 Significance Of The Study

It is to generate more knowledge and understanding of OCB, whereas managers and employees will aware of the importance of practising OCB in the organization to achieve organizational goals. In addition, it also can provide knowledge to the company so that the management will identify the factors that can contribute to the effectiveness of OCB in the organization. The company can successfully implement its mission to a motivating, participating and challenging working environment which can drive them to achieve better performance. This research is also important to the managers, where they are capable to pinpoint critical issues, assembling related information, evaluating and interpreting the data in a way that facilitate them in decision making.

The researcher can gain considerable knowledge and experience in conducting real fieldwork research and it will be valuable assets in conducting future research. To enable the researcher applying all the theories that has been learned into the things that are actually happening in real working life.

1.7 Limitations Of The Study

1.7.1 Time Constraint

In getting better result, time is very important when conducting research. However, researcher does not have enough time to collect and gather all primary and secondary sources of data which relates to area of study. Researcher must complete the research within 6 months.

1.7.2 Budget Limitations

Budget is a major subject matter to conduct research. The researcher need sufficient budget since the cost of data gathering and printing are very high. Journals and other secondary data have to be printed out so that it will be easier for the researcher to read and understand the information contains the secondary data.

1.7.3 Reliability and Transparency of Information

Reliability and transparency is important to ensure that the result of the research is accurate and can be trusted. Some of the information gathered is not reliable because the respondents did not give their commitment during answering the questionnaires. It could be because the nature of work environment or the respondents' characteristic, contributed to this kind of problem to incur.

1.7.4 Lack of Information

Researcher does not have enough information and data because of time constraint and the budget is also limited. Most of organizations' information is confidential and can't simply be revealed.

CHAPTER 2 :

LITERATURE REVIEW

2.1 Introduction

“An organization will gain interest by encouraging employees to involve in OCB, since it will result in boosting up productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism” (Podsakoff et al., 2009). Employees’ organizational citizenship behaviour is a kind of extra-role behaviour and attitude which giving advantages to the organization. It is spontaneous, not related to labour compensation, and it representing the employees’ circumstantial performance.

2.2 Organizational Citizenship Behaviour (OCB)

According to Organ (1988), he defined OCB as job-associated behaviours that are discretionary, not formally related to formal organizational compensation system, and encouraging the organization to be effectively functioned. Moreover, the definition of OCB can be broadening beyond the performance index needed by an organization in a formal job description.

In the earlier time, many researchers have investigated extra role behaviour based on the following characteristics (Organ, 1988; Podsakoff and MacKenzie, 2000):

- “It goes beyond the formally prescribed role”;
 - “It is based on individual initiative”;
 - “It does not appear in the context of the organization formal reward structure”
- and
- “It is important for the effective functioning of the organization.”

Some examples of OCB are when an employee is asked to prepare drinks for the guests; even though making tea isn't stated in the job description. Again, when there is no such receptionist in the company, each employee in the office must pick up the phone call to entertain customers, suppliers and any callers. In addition, some employees are willing to stay back to finish work when not specifically asked to do so, or checking delivery schedule while on annual leave. Organ (1988) has proposed 5 dimensions of employee OCB which are most widely accepted and used in research:

- *Altruism* – “Helping other members of the organization in their tasks (e.g. voluntarily helping less skilled or new employees, and assisting co-workers who are overloaded or absent and sharing sales strategies).”
- *Courtesy* – “Preventing problems deriving from the work relationship (e.g. encouraging other co-workers when they are discouraged about their professional development).”
- *Sportsmanship* – “Accepting less than ideal circumstances (e.g. petty grievances, real or imagined slights).”
- *Civic virtue* – “Responsibly participating in the life of the firm (e.g. attending meetings/functions that are not required but that help the firm, keeping up with changes in the organization, taking the initiative to recommend how procedures can be improved).”
- *Conscientiousness* – “Dedication to the job and desire to exceed formal requirements in aspects such as, punctuality or conservation of resources (e.g. working long days, voluntarily doing things besides duties, keeping the organization's rules and never wasting work time).”

Interest in OCBs and its related concept has greatly risen for the past few years even though the topic of OCBs originally did not have a very extraordinary impact on the field. Presently, interest in citizenship-like behaviours is broadening from the ground of organizational behaviour to a multiple disciplines and domains, including “sport management” (Husin et al. 2012), “service marketing” (Bienstock, DeMoranville & Smith, 2003), “human resource development” (Ensher, Grant & Donaldson, 2001), “hospitality management” (Nadiri & Tanova, 2010), “modelling in management” (Sevi, 2010), “social behaviour and personality” (Lv et al., 2012), “personnel review” (Liu, 2009), “vocational behaviour” (Haworth & Levy, 2001), “managerial psychology” (Morin, Vandenberghe & Boudrias, Madore, Morizot & Tremblay, 2011), “leadership” (Hongyu, Mingjian, Qiang & Liquan, 2012) as well as in “educational administration” (Bogler, Israel & Somech, 2005).

Ge, Su & Nankai (2010) have done a research and later they found out that organizational history, language, values and goals socialization are positively related to OCB and organizational identification. As according to Ferris, Rogers, Blass & Hochwarter (2009), “increased job limiting pain has little effect on satisfaction and citizenship for those with high levels of political skill.”

The findings reported that transformational and transactional leadership styles show a significant role in employees' OCB (Suliman & Al Obaidli, 2013). In promoting OCB, Liang (2011) has done a research and later discovered that both burnout and work values could be the important aspects in accelerating it. Additionally, a study

also proves that burnout can be a moderator to reduce the predictions of the relationship between OCBs and work values.

Research outcomes indicate that binary study of leadership's contribution dimension; so-called leader member exchange (LMX) is more possible to anticipate citizenship behavior rather than LMX's affect dimension (Bhal, 2006). Again, OCBs were found to be related to LMX and organizational justice. Moreover, LMX was found to be a mediator between organizational justice and OCBs (Oren, Tziner, Sharoni, Amor & Alon, 2012).

Emmerik, Jawahar and Stone (2005) found that gender and altruism are significance to influence OCBs, whereby the relationship was stronger for women than for men. This is proven when they analyzed whether gender and altruism evidence have identical relationships with the dissimilar types of helping behaviors (organizational citizenship behaviors, volunteering and helping kind).

To alternatively explaining social exchange in predicting OCB, Beauregard (2012) has explored personality and found that employees with high levels of adaptive perfectionism practise higher levels of OCB. The existence of general self-efficacy also occurred in OCB but primarily for men. Women appear to practise citizenship behaviours regardless of how confident they are capable to successfully perform.

Since helping behaviors are also type of OCB, a study has been done by Rispons (2009) on how individual helping behavior influenced by group characteristics and

the effects of group conflict norms and task interdependence on individuals' willingness to help others under conditions of task conflict. In this research, the researcher found that in groups characterized with open conflict norms and high-task interdependence members are less willing to help than members in groups with avoiding conflict norms and high-task interdependence.

2.3 Empirical Evidence on Organizational Citizenship Behaviour

Literature survey is done to decide and focus on the importance of variables, for example organizational citizenship behaviour, and to record the significant findings from earlier research. This becomes the major purpose which plays as the basic where we can build theoretical framework for the present investigation and develop the hypothesis.

Empirical studies indicate that the researcher has enough knowledge on the problem area and has done a preparatory homework necessary to conduct the research. Secondly, the conceptual framework was organized and adds extra information to current knowledge.

2.4 Job Satisfaction

Locke (1976) defined job satisfaction as “a pleasurable or positive emotional state resulting from appraisal of one’s job or job experiences.” Locke’s definition disclosed how important both affect (feeling) and cognition (thinking). These two are connected together, which means when appraising our jobs, as when we access most anything

essential to us, it associates both thinking and feeling. Human resource key competent and scholars distinguished between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is where the individual's feeling up to the extent of pleasure towards their overall jobs (Locke, 1976). It is different with the cognitive job satisfaction where the individual satisfy with particular phase of their jobs, such as pay, pension arrangements, working hours and numerous aspects of their jobs.

Hulin and Judge (2003) claimed that job satisfaction consist of multidimensional psychological responses to a person's job, whereby that responses have the components of affective (emotional), cognitive (evaluative), and behavioural. Usually, job satisfaction is likewise defined as the extent to which employees like their work.

Studies have been concentrated to investigate the importance of job satisfactions, its dimensions, antecedents as well as the relationship between satisfaction and organizational citizenship behaviour. Thus, it is very important for the managers to pay much attention on employee job satisfaction, considering satisfied employees are possible to commit themselves to their organizations and to be proud being the member in the organization, understand the organization's goals and values, and perform greater performance and productivity.

“Job satisfaction is so important where its absence often leads to lethargy and reduced organizational commitment” (Levinson, 1997; Moser, 1997).

Numerous demographics items of gender, age, race, education and work experience are used to investigate satisfaction. Job satisfaction can be the most vital area of research since one of the primary causes given by the employees is because of job satisfaction. “Lack of job satisfaction is a predictor of quitting a job” (Alexander, Lichtenstein and Hellmann, 1998; Jamal, 1997).

Okpara (2004) after his investigation regarding job satisfaction found that personal characteristics were significant predictors of job satisfaction. This is shown and proves in the results of regression analysis.

Graduates who have experience in teaching were significantly achieved better satisfaction than those who did not have any experience in it as well as those graduates who are not a teacher at all. Newcomer teachers achieve more satisfaction with their jobs compared to others who are also working as a teacher. Teachers with qualifications to become a teacher are revealed to be more satisfied than those who did not have any teaching qualification. “The social-contextual factors, i.e. race, socioeconomic status, teaching license, parents’ education, and occupation were among the best predictors of job satisfaction” (Mau, Ellsworth and Hawley, 2008).

2.4.1 Affective Job Satisfaction

Employee’s viewpoint and thought of how great their job gives those things that are perceived as important will resulted to job satisfaction. According to Mitchell and Lasan (1987), it is widely known in the ground of organizational behaviour that job

satisfaction is the most crucial and generally researched perspective. One of the elements hypothesized by Luthans (1988) is that, job satisfaction is an emotional feedback to a job situation, which can only be concluded and cannot be seen.

It is very important to managers to understand that an organization is responsible to provide grant the staffs with the challenging and intrinsically rewarding jobs, in order to achieve high employee satisfaction (Robbins, 2001). Affect theory is explaining affective job satisfaction.

2.4.1.1 Affect Theory

In affect theory which found by Edwin A. Locke (1976), he argued that satisfaction is controlled by an inconsistency of what a person expects in his/her job and what the person get in their job. Additionally, in this theory, it is stated that how great a person appraises a given aspect of job; for example to what extend the autonomy can be used in one's position moderates how satisfied/dissatisfied one will be when his/her expectations are either met, or not met. It happened when one appraises a certain aspect of a job, then the person met his/her expectations, the person will encounter positive job satisfaction. Instead of that, the job satisfaction will be negatively impacted if the expectations are not achieved.

As an illustration, let say if Employee A perceives autonomy as important in the organization and Employee B perceives that it is not so important, then Employee A would be more satisfied in getting a position that concentrates more on autonomy and less satisfied in a position with low intensity of autonomy or no autonomy at all when

compared to Employee B. This theory also states that, when there are more aspects to be considered that make an employee value those aspects, it will create the sense of dissatisfaction among them.

Nevertheless, in the research conducted by Uppal (2005) related to disability and workplace, the results indicate that while appropriate workplace characteristics are introduced into the model, individuals with a mobility disability are no more likely to be less satisfied as compared to individuals without disabilities.

The results of a research done by Lo and Ramayah (2011) indicate positive relationship between career mentoring and entire dimensions in job satisfaction such as supervisors, job itself, co-workers as well as promotion. On the other hand, they have found that there is no significant relationship between psychosocial mentoring and three aspects of employees' job satisfaction, namely promotion, job itself and co-workers.

2.4.2 Cognitive Job Satisfaction

There are another two dimensions raise by Luthan (1988), one of that is:

- 1) The determination of job satisfaction is driven by how good outcome meet or exceed expectations. In example, the employees in the organization will negatively perceived towards their work, bosses and colleagues when they only been paid lower and receive fewer reward, even though they are working much harder than the other employees in the certain division.

- 2) Job satisfaction serves as certain relevant perspective which is most essential aspects of a job about which people have direct feedback regarding the work itself, opportunities, promotion, pay, supervision and co-workers.

Apart from that, as according to Artz (2010), fringe benefits give a positive and significant determinant of job satisfaction (Artz, 2010). One of the theories explaining cognitive job satisfaction is Two Factor Theory.

2.4.2.1 Frederick Herzberg's Two Factor Theory

Other theory than Affect Theory which mentioned that there are other determinants in the job place which will lead to job satisfaction, while other sets of the determinants which can lead to dissatisfaction. This factor is called the two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory). According to Fredrick Herzberg, he theorized that both job satisfaction and job dissatisfaction act separately of each other.

Droussiotis (2007) has conducted a research and discovered that self-fulfilment, independence, and job environment are three fields that give impact to the levels of job satisfaction among the managers in Cyprus. It indicates that those managers in the private region will achieve higher levels of job satisfaction in the sense of their self-fulfilment. It is the fact that manager administering many workers gain higher levels of job satisfaction compared to smaller numbers or workers under her/him, regarding the aspects of job environment.

2.5 Empirical Evidence on Job Satisfaction and Organizational Citizenship Behaviour

The construction of OCB is positively influenced by employee job satisfaction. Two theories support this relationship: Social exchanged theory (Konovsky and Pugh, 1994) and psychological contract theory (Robinson and Morison, 1995).

Based on to those two theories; Affect Theory and Frederick Herzberg's Two Factor Theory, OCB reciprocation will happen when satisfied employees feel that they are well benefited by the organization they work with, as according to Bateman and Organ (1983).

There are reasonable evidences which prove that OCB are positively related to job satisfaction (Organ & Konovsky, 1989; Lee & Allen, 2002; Mohammad, Habib & Alias, 2011; Gunavathy & Indumathi, 2010; Pal (2012); Najari, Ahmadi & Habibatar, 2011). Bateman and Organ (1983) carried out a cross-lagged, longitudinal study in which they correlated "managerial assessments of OCB" and employee self-reported levels of job satisfaction. What they discovered was that there is a strong and positive relationship between entire OCB and contextual job satisfaction.

The most persistent and forceful relationships were between OCB and satisfaction with supervision and promotions. The relationship between OCB and contextual job satisfaction also has been tested by Becker and Billings (1993). Their study indicates

the two OCB scores received by each employee: one self-reported rating and one score generated by the supervisor. Since the result shows that there were no significant differences between the two OCB ratings, the researcher combined the score to produce an overall OCB score that accomplished a positive relationship between both OCB and job satisfaction.

Gonzalez and Garazo, (2005) have conducted an empirical research and found that employee job satisfaction was positively related to employee OCB ($b=0.171$; $p<0.05$), affirming the results attained by both Netemeyer, Boles, Mckee & Mcmurrian (1997) and Mackenzie, Podsakoff & Ahearne (1998). Based on the research done by Murphy, Athanasou and King (2002) considering both the results from correlating job satisfaction with both types of OCB measure (rated organizational citizenship behaviour) suggest that job satisfaction is positively correlated with OCB to a degree which indicates a medium to strong relationship (correlations ranged from +0.40 to +0.67).

Results in a research done by Mohammad, Habib and Alias (2011) reported that, intrinsic and extrinsic job satisfaction of employees is positively related to OCB. The correlation between intrinsic job satisfaction and OCB is correlated in the positive direction with a correlation coefficient of 0.223 and a significance value of 0.048 ($p < 0.05$). Therefore, it can be said that intrinsic job satisfaction is positively correlated with OCB. Meaning to say that, the more positive the employee's feelings regarding achieving intrinsic job satisfaction, the more positive is his/her attitude toward OCB.

The correlation between extrinsic job satisfaction and OCB is positively correlated and has a correlation coefficient of 0.247 with a significance value of 0.028 ($p < 0.05$). The above findings raised the conclusion whereby extrinsic job satisfaction is positively correlated with OCB behaviours; that is, the more positive the employee's level of extrinsic job satisfaction is, the more positive is his/her attitude toward OCB.

There is another empirical study conducted by David and Thomas (2008) that shows the relationship between job satisfaction and OCB, which shown to be significant, which similar result with the relationship between team commitment and OCB. Basically, it can be concluded that the relationship between job satisfaction and OCB was moderated by team commitment.

Additionally, according to the study done by Samanvitha and David (2012), there is a positive relationship between Job Satisfaction and OCB. Job satisfaction is positively correlated to OCB to the extent which shows a medium to strong (Gregory, James & Neville, 2002). Similar with the research conducted by Jose and Teresa (2005) which indicates that employee OCB is positively affected by employee job satisfaction, where more satisfied employees will be more motivated to implement OCB. The results for correlation test done by Liz, Stan, Kathleen, Joanie & Beverly (2009) indicate that job satisfaction is significant positively correlated with OCB.

Based on the proof in several empirical researches which have been conducted above, we can at least conclude that job satisfaction can be the factor that determines the practice of OCB among the employees.

CHAPTER 3:

METHODOLOGY

3.1 Introduction

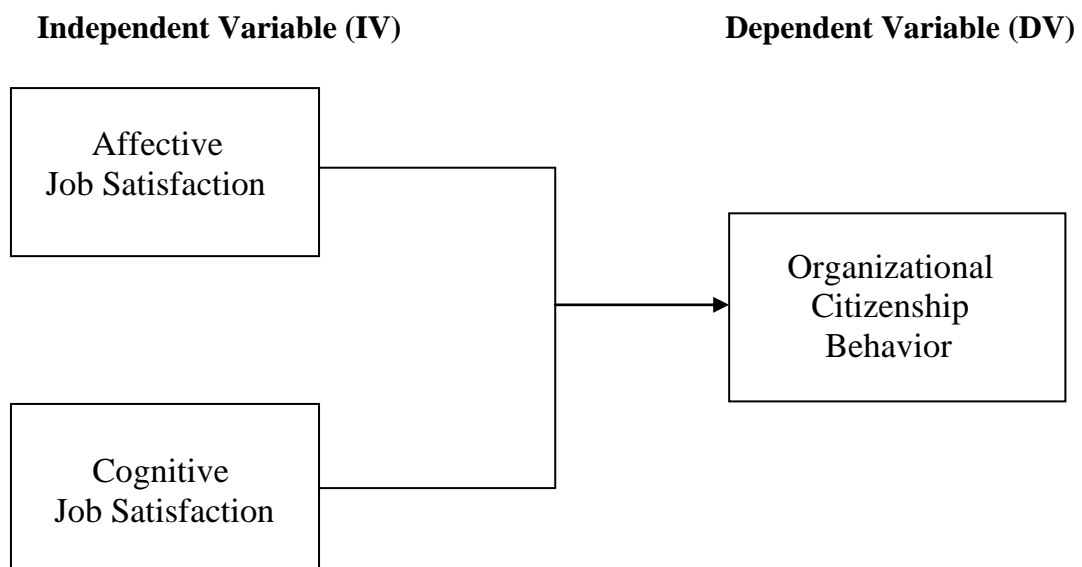
The chapter represents methodological aspects of the research. The major parts of research methodology are research framework, method of data collection sampling and data analysis. The business research is a descriptive research design which is cross-sectional research. It is done through one-shot research at a given point of time and consists of a sample of the population of interest. It also widely used design in business research.

3.2 Research Framework

The framework shows the links of independent variables with the dependent variables. It is a collection of interrelated concepts. It is the structure that can hold and support the theory of research work and guides a research. Theoretical framework shows the theory explaining the existence of the problem under study. Dependent variable also known as outcome variable can be predicted and explained. Independent variables, also known as predictors or explanatory variables, explain variation in the dependent variable. In the study, independent variables consist of participation in decision making, training and development and career development. Dependent variable is the exhibition of organizational citizenship behavior. The framework has served as a basis for conducting the current research.

Shorubber (M) Sdn. Bhd. will be selected as the industry in which to conduct the empirical study. This company is suitable to be tested. Below is the proposed framework to show the relationship between job satisfaction and OCB.

Diagram 3.1
Research Framework



3.3 Hypothesis Development

Conceptual framework has identified the variables in the intended study, showed the relationships among the variables which essentially form the hypothesis of the study and will enable the researcher to test whether the relationships that have been theorized are true or based on the data that will be collected, giving the objective analysis of the situation under study. Alternate hypothesis have been developed in the study to express the relationship between job satisfaction and organizational citizenship behaviour.

H1 : Affective job satisfaction of employees will be significantly related to organisational citizenship behaviour.

H2 : Cognitive job satisfaction of employees will be significantly related to organisational citizenship behaviour.

3.4 Research Design

A research design is a framework where it focuses on the procedures or tools for obtaining information and data needed. It has three types of study such as exploratory study, descriptive study and casual study.

A research where a little knowledge or information is available on the subject under investigation is called exploratory study. Whereby; casual study is essential to find answer to the issues at hand and necessary to establish a definitive cause-and-effect relationship. Sekaran, (2003) defined descriptive study as a research study describing the variables in a situation of interest to the researcher.

The type of research conducted in this study is, descriptive study. The researcher used descriptive study because it can determine the characteristics variables of interest and help to identify the purpose of the research which is to explore the relationship between job satisfaction and organizational citizenship behavior.

This type of research is easy and suitable because it allows the researcher to gain experience, learn and gathering data concerning the factors that influence the practices

of organizational citizenship behavior among the employees in Shorubber (M) Sdn. Bhd.

3.5 Data Collection Procedures

Data can be obtained from primary or secondary sources. In this research, the researcher used both methods.

Primary data refers to information gathered directly by the researcher on the variables of interest for the specific purpose of the study. For this method, questionnaire will be used to collect data. This questionnaire comprises of 4 sections. Section A (Personal Information), Section B (Organizational Citizenship Behaviour), Section C (Affective Job Satisfaction) and Section D (Cognitive Job Satisfaction).

Organizational Citizenship Behavior is adopted from Konovsky, Villanueva and O’Leary (2001) accessed all five dimensions of OCB; altruism, sportsmanship, conscientiousness, civic virtue and courtesy. Responses are measured using a 5 point Likert scale with the following:

1 = “never”, 2 = “almost never”, 3 = “about half the time”, 4 = “almost always”, 5 = “always”.

The Minnesota Satisfaction Questionnaire (MSQ), is used to access employee job satisfaction. There are two dimensions of job satisfaction; affective job satisfaction

and cognitive job satisfaction. Responses are measured using a 5 point Likert scale with the following verbal anchors:

1 = “very dissatisfied”, 2 = “dissatisfied”, 3 = “neither satisfied nor dissatisfied”, 4 = “satisfied”, 5 = “very satisfied”. None of the questions are reversed-scored.

Secondary data is the data that have been collected for some other project other than the research that the researcher conducted. In this research, the researcher use and secondary data gathered from the internet, books, published articles, brochures and company information. Secondary data can be gathered instantly at lower cost compared to primary data. However, it can be out of date or may not be particularly meet the needs of researcher because sometimes, the data were gathered for other purpose.

3.6 Sampling Design

The basic idea of doing sampling is that we can select parts of the elements in a larger population to make conclusion about the whole population. In this research, from entire population of 1700 employees from all departments in Shorubber (M) Sdn. Bhd., the researcher has chosen 130 sample sizes, 20 from Shorubber Main Office, 10 from Quality Control Department, 19 from Knitting Department, 21 from Warehouse, 10 from Maintenance Department, 20 from Seiriba, 20 from NR Line and 10 from Waste Water Treatment Department. This is with the reference to Roscoe (1975) where he proposed the “Rules of Thumb” for determining sample size. According to

Roscoe, (1975), sample sizes are larger than 30 and less than 500 are appropriate for most research.

Before administering questionnaires to the respondent, researcher called the department head of each department. The main purpose is to introduce the objective of the study and build rapport as the head will play their role as contact person for each department. After that, the questionnaires were sent via hand to the head of each department involved. Respondents are given seven days to answer all questions. Each of questionnaires came with cover letters to acknowledge their effort for being involved in the study. As contact person, each department head will collect all the questionnaires. The number of questionnaires distributed has been recorded. The researcher did follow up to call the contact person. In between seven days, the researcher made a personal visit to the locations to collect the distributed questionnaires. It has been very effective when the researcher can collect completed responses within a short period of time. This is also an opportunity to introduce the subject matter and motivate the respondent to answer the questions thoroughly. These took almost two days for location visit. After the time is due, the researcher will call the head of department to acknowledge respondents and collect the questionnaires. To ensure higher return of response and to acknowledge the response for their willingness to provide information, each single respondent are provided with token.

In this research, the researcher has chosen to use Probability Sampling-Stratified Random Sampling (Str.R.S) method. It is used because the data has to be collected in a manner that would help the assessment of needs at each subgroup level in the population.

3.7 Techniques of Data Analysis

The use of Statistical Program for Social Sciences (SPSS) version 20.0 in analyzing the data helps the researcher to organize and interpret data. SPSS software also helps to determine the appropriate statistical technique to be used to test the hypothesis. All data that has been obtained were analyzed using descriptive analysis (frequencies, min, max, mean and standard deviation), reliability analysis, correlation coefficient and multiple regression analysis.

In reliability analysis, the figure that will be measured is using Cronbach Alpha. It determines how well items measuring a concept are positively related to one another. Nunnally (1997), stated that Cronbach Alpha of .07 or greater is acceptable in social sciences research.

Reliability of a measure is established by using both consistency and stability. The closer Cronbach Alpha is to 1.0, the higher the internal consistency reliability. Cronbach's Alpha measures:

- Reliability less than 0.6 are considered to be poor
- Reliability in the range of 0.7 to 0.8 is considered to be acceptable
- Reliability more than 0.8 are considered to be good

Populations and the properties of populations are called descriptive statistics, just like parameters which refers to mean or standard deviation, where both of them represent the whole population. Descriptive statistics normally deals with measures of central

tendency (mean and median) and measures of dispersion (Variance, standard deviation, etc.).

A Pearson Correlation Coefficient will indicate the direction, strength and significance of the bivariate relationships of all variables in the study. Beyond knowing the means and standard deviations of the dependent and independent variables, Pearson Correlation can determine how strong one variable is related to one another. If the p value is below than 0.05 ($p < 0.05$), there is significant correlation between Independent Variables (IV) and Dependent Variables (DV). Hence the hypothesis is accepted.

Multiple regression analysis also utilized in the research. It is a statistical technique that can be used to analyze the relationship between a single dependent variable and more than one independent variable. It explained how much the variance in organizational citizenship behavior can be explained by the two types of job satisfaction; affective and cognitive job satisfaction. The answer to which this two types of job satisfaction variables in hierarchical subsequent is a better predictor to organizational citizenship behavior scores, will be worked out. Variance could be explained from r square value and beta coefficient will verify the contributors ranking.

3.8 Summary

To support or reject a hypothesis will be determined in this study, the process of data collection and analysis of data is important in order to provide clear picture and the right decision and appropriate for the purpose of this study.

CHAPTER 4 :

ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction

This chapter presents the finding of the survey done to evaluate whether there is a relationship between two types of job satisfactions; affective and cognitive job satisfaction with organizational citizenship behaviour. Data is processed using SPSS version 20.0. The finding comprises of reliability analysis, descriptive analysis, correlation coefficient analysis, multiple regression analysis and beta analysis. Frequency analysis also been computed to identify respondents' demographic information such as gender, age, marital status, race, length of service, education level, salary, department and position level.

4.2 Response Rate

A total of 130 sets of questionnaires were distributed to respondents in Shorubber (M) Sdn. Bhd. and managed to get back all sets.

4.3 Profile of Respondents

Table 4.1 indicated gender, age, marital status, race, length of service, education level, salary, departments and position level.

Table 4.1
Frequencies of Demographic Characteristics

Variables		Frequency	Percent
Gender	Male	55	42.3
	Female	75	57.7
Age	Below 18 years	0	0
	18 - 29 years	66	50.8
	30 - 39 years	48	36.9
	40 – 49 years	13	10.0
	50 – 59 years	3	2.3
	60 years and above	0	0
Marital Status	Married	81	62.3
	Single	45	34.6
	Divorced	4	3.1
	Widowed	0	0
Race	Malay	122	93.8
	Chinese	3	2.3
	Indian	1	0.8
	Others	4	3.1
Length of Service	Less than 5 years	12	9.2
	5 – 9 years	27	20.8
	10 14 years	56	43.1
	15 years and above	35	26.9
Education Level	SRP/PMR	11	8.5
	SPM	76	58.5
	Diploma/STPM	22	16.9
	Bachelor Degree	19	14.6
	Master Degree	0	0
	Others	2	1.5
Salary	<RM1,000	47	36.2
	RM1,000 – RM1,499	44	33.8
	RM1,500 – RM1,999	14	10.8
	RM2,000 – RM2,499	15	11.5
	RM2,500 – RM2,999	5	3.8
	RM3,000 above	5	3.8
Department	Main office	20	15.4
	Quality Control	10	7.7
	Amiki (Knitting)	19	14.6
	Warehouse	21	16.2
	Maintenance	10	7.7
	Seiriba	20	15.4
	NR Line Production	20	15.4
	Waste Water Treatment	10	7.7
Position Level	Manager	0	0
	Executive	18	13.8
	Officer	3	2.3
	Assistant	8	6.2
	Supervisor	8	6.2
	Leader	16	12.3

Operator	77	59.2
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There are 42.3% male respondents and 57.7% female.

50.8% of the respondents aged from 19 to 29 years old. 36.9% of them aged between 30 to 39 years old. Whereas, the rest 13 respondents, whose aged between 40 to 49 years old, covers 10% of the percentage and only 3 persons aged 50 to 59 years (3%).

There are 81 respondents which are married (62.38%), 45 of them are still single (34.6%) and the rest 3.1% are divorced (4 of them).

More than 93.8% of the respondents are among the Malays, which are 122 of them. Whereas, only 3 persons are Chinese (2.3%), 1 Indian respondent (0.8%) and the rest 4 of them are other races (3.1%).

Most respondents work for 10 to 14 years (43.1%) and 35 from the whole respondents work for 15 years and above (26.9%). Those who work for less than 5 years are 9.2% of them (12 respondents). On the other hand, 20.8% work for the duration of 5 to 9 years (27 respondents).

The respondents in Shorubber (M) Sdn. Bhd. are mostly came from SPM background, which are 58.5% (76 respondents). 14.6% of the whole respondents are having first degree, which covers 19 of them. Whereas, the rest is having SRP/PMR, Diploma/STPM and other qualifications (35 respondents or 26.9%).

Most respondents earn the salary in the range between RM1000 to RM1499, which are 33.8% (44 of them). 36.2% (47 respondents) earn RM1000 and below. Both the salary range between RM1500 to RM1999 and RM2000 to RM2499 are earned by 22.3% of the respondents.

The percentage of respondents' department is almost equally the same according to the number of questionnaires returned back from the respondents. Respondents from Quality Control, Maintenance and Waste Water Treatment are 10 of them each department which covers the percentage of 7.7% each department. Same goes to all three other departments, Main Office, Seiriba and NR Line Production are all cover 20 respondents each department (15.4% each). The remaining 40 of them (30.8%) are from Amiki (Knitting) department and Warehouse.

Almost half of the respondents are the operators (59.2%). 12.3% hold the post as a line leader. 13.8% came from executive level and the remaining 14.7% are among the officers, assistant and supervisor level.

4.4 Reliability Analysis

Table 4.2
Reliability Test for Job Satisfaction and Organizational Citizenship Behavior

Variables	Cronbach's Alpha
Affective Job Satisfaction	.805
Cognitive Job Satisfaction	.655
Organizational Citizenship Behavior	.656

All items	.837
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From the Table 4.2 above, all the two types of job satisfaction as independent variables and organizational citizenship behavior as dependent variable having the Cronbach's alpha coefficient of higher than .6; make all the items in the study are reliable. This is supported by Nunnally (1978), Cronbach's alpha coefficient of the scale should be above .6 in the internal consistency scales in order to measure the same underlying construct.

Through the computation of the reliability above, we can see that the items given to the respondents on OCB are reliable. This is because the alpha shows 0.656. If it is less than 0.6, the reliability is considered to be poor. The reliability above involved all the questions that being asked to the respondents, comprises of 14 items.

Based on the above result, it can also be concluded that the items given to the respondents on Affective Job Satisfaction are reliable. The alpha shows 0.805 which is very strong enough. The reliability above involved all the questions that being asked to the respondents comprises of 10 items.

Based on the above result, it can be concluded that the items given to the respondents on Cognitive Job Satisfaction are reliable. The alpha shows 0.655. The reliability above involved all the questions that being asked to the respondents comprises of 10 items.

Apart from that, from the computation of the reliability above, we can understand that the questionnaires given to the respondents are reliable. This is because the alpha shows 0.837 whereby reliability more than 0.8 are considered to be good. The reliability above involved all the questions that being asked to the respondents, comprises of 34 items.

4.5 Descriptive Analysis

Table 4.3
Descriptive Analysis Results

Variables	Mean	Std. Dev.	Min.	Max.
Organizational Citizenship Behavior	3.4132	.39914	2.36	5.00
Affective Job Satisfaction	3.5362	.52326	2.30	5.00
Cognitive Job Satisfaction	3.3777	.60390	1.70	5.40

Table 4.3 above gives the detail on the overall summary of the descriptive statistical analysis for affective job satisfaction and cognitive job satisfaction as independent variables and organizational citizenship behaviour as dependent variable. The mean rating for affective job satisfaction is $M = 3.5362$, $SD = .52326$ with the minimum value of 2.30 and the maximum value of 5.00. The mean rating for cognitive job satisfaction is $M = 3.3777$, $SD = .60390$ with the minimum value of 1.70 and the maximum value of 5.40. Finally, the mean rating for organizational citizenship behaviour is $M = 3.4132$, $SD = .39914$ with the minimum value of 2.36 and the maximum value of 5.00.

4.6 Correlation Coefficient Analysis

Table 4.4
Correlation Coefficient among variables

Variables	OCB	AJS	CJS
Organizational Citizenship Behavior (OCB)	1		
Affective Job Satisfaction (AJS)	.361	1	
Cognitive Job Satisfaction (CJS)	.328	.746	1

*** Correlation is significant at the 0.01 level (2-tailed).*

Hypothesis 1

There is a significant relationship between Affective Job Satisfaction and OCB

The Correlation Coefficient (r value) between Affective Job Satisfaction (Independent Variable) and OCB (Dependent Variable) is 0.361. It shows a positive relationship between IV and DV. The 2-tailed significant test shows $p=0.000$, which is below the significant level 0.01 ($p<0.01$). Hence, it can be concluded that Affective Job Satisfaction (Independent Variable) and OCB (Dependent Variable) is significant correlated. Therefore, the hypothesis H1 is accepted.

Hypothesis 2

There is a significant relationship between Cognitive Job Satisfaction and OCB

The Correlation Coefficient (r value) between Cognitive Job Satisfaction (Independent Variable) and OCB (Dependent Variable) is 0.328. It shows a positive

relationship between IV and DV. The 2-tailed significant test shows $p=0.000$, which is below the significant level 0.01 ($p<0.01$). Hence, it can be concluded that Cognitive Job Satisfaction (Independent Variable) and OCB (Dependent Variable) is significant correlated. Therefore, the hypothesis H2 is accepted.

4.7 Multiple Regression Analysis

Regression is another technique that can be used to investigate the relationship between independent variables and dependent variables. Regression allows the researcher to analyze how well the independent variables will predict the value of dependent variables.

Table 4.5
Multiple Regression Analysis

R	.372
R ²	.138
Adjusted R ²	.124

Note : * $p<.05$

Multiple regressions analysis is done to show the relationship between predictor and criterion variable. The first statistics, R, is the multiple correlation coefficients between all independent variables and dependent variable. Based on this case, the value of R is 0.372. The result shows that 0.138 of variance (R square) in organizational citizenship behaviour has not been explained by the two independent variables. The adjusted R² (adjusted R square value) also taken into account, which is 0.124. It indicates that organizational citizenship behaviour is explained by 12.4

percent of independent variables while the rest of 87.6 percent is explained by other variables.

As a conclusion, there are other factors that impact the dependent variable which has not been studied by the researcher.

4.8 Beta Analysis

Table 4.6
Beta Table

Model	Understandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.411	.226		10.654	.000
MAJS	.199	.094	.261	2.108	.037
MCJS	.089	.082	.134	1.085	.280

**** Dependent Variable: MOCB**

Based on Beta Table above, it indicates that affective job satisfaction is significant predictor of OCB, where $B = 0.037$ ($p < 0.05$). However, cognitive job satisfaction is not a significant predictor of OCB since $B = 0.280$ ($p > 0.05$). The 0.138 value of r^2 indicates that 13.8% of the variances in OCB is explained by the two predictors, which are affective job satisfaction and cognitive job satisfaction.

CHAPTER 5 :

DISCUSSION AND RECOMMENDATION

5.1 Introduction

The aim of this chapter is to conclude the whole research process and findings as what it complements to what have been presented in the previous chapter. This research is carried out to investigate the relationship between job satisfaction and organizational citizenship behaviour (OCB). The research was conducted among the employees of Shorubber (M) Sdn. Bhd. in Jejawi Industrial Park, Perlis. The objectives of the research were to identify whether there are significant relationship between affective job satisfaction and cognitive job satisfaction with OCB. To answer all above mentioned questions, researcher took 130 employees as sample. All data were analyzed by using descriptive and inferential statistic. Test on reliabilities shows that Cronbach alpha for all items in the questionnaires is greater than .60 as recommended by Nunnally (1978) for social sciences research.

5.2 Discussion

From the reliability analysis, highest cronbach alpha for independent variable is Affective Job satisfaction with 0.805 and considered strong, followed by cognitive job satisfaction with 0.655 which considered acceptable.

The researcher uses multiple regression analysis to determine the independent variable and to explain significant variation in dependent variable and it also shows whether there is positive or negative relationship. The result for R square is .138 and adjusted R square is at .124. That means only 12.4% in OCB can be explained by variation in overall independent variable (affective and cognitive job satisfaction) and

the remaining 87.6% can be explained by other variables that not studied by researcher.

The results of the study supported two hypotheses. The empirical result shows that there is a significant but moderate relationship between affective job satisfaction and OCB ($r=0.36$, $p < 0.01$). These findings confirm the results of previous research by Bateman & Organ (1983), Lee & Allen (2002), Mac Kenzie, Podakoff & Ahearne (1998) and other researchers that found a strong and positive relationship between OCB and job satisfaction.

The findings also indicate significant but moderate relationship between OCB and cognitive job satisfaction ($r=0.328$, $p < 0.01$). These findings confirmed the results of previous research by Alexander, Litchestein, Hellmann (1998) and Jamal (1997). It can be concluded that the employees of Shorubber (M) Sdn. Bhd. are satisfied with their job and this lead to their commitment to the organization. As what found in Levinson (1997) and Moser (1997), if there is absence of job satisfaction among the employees, it will reduce organizational citizenship behaviour.

The above result can be justified by the statement that job satisfaction is one of the OCB antecedent which stated by Organ & Ryan, (1995) and Podsakoff et al. (2000). Many studies reported a positive relationship between affective job satisfaction and OCB (Chen & Francesco 2003; Chughtai 2008; Cohen 2006; Kuehn & Al-Busaidi 2002; Kwantes 2003; Van Dyne & Ang 1998). As for example, Chen and Francesco (2003) were using the sample of Chinese employees and at the end they revealed a significantly positive effect of affective job satisfaction on altruism and general compliance. By using data gathered from Pakistani faculty members, Chughtai (2008)

also confirmed the positive relationship between affective job satisfaction and the composite measure of OCB.

5.3 Recommendation

Since the results show that there is significant relationship between job satisfaction and OCB, so the company can make an effort to maintain or improve the level of job satisfaction among their subordinates. 59.2 % (77) respondents are production operator. Being at the lowest level in organization chart, management should know how to fulfil their satisfaction. From their response, it shows that they are satisfied with the specific matters of their jobs, such as pay, pension arrangements, working hours and numerous aspects of their jobs.

There are few limitations on this study and can be recommended for future research. Having data from single industry allow for the control of such factors as industry difference, but it also potentially limits the generalizability of the results. Future research may replicate the present investigation with different types of industry.

Job satisfaction also is proved to be the antecedent to OCB whereby, again according to Organ (1988), “Satisfied people are more willing to do little ‘extras’ either spontaneously or when requested, and in general are easier to work in a day-to-day relationship”. Some other factors that can act as the antecedents to OCB are personality/traits, role clarity, attitudinal, leadership style, organizational commitment, organizational culture, organizational justice or organizational effectiveness.

Future research should take effort to investigate the dimensionality of OCB across a variety jobs and organization using multiple sources of ratings. Apart from that, future research also can try to use other factors as antecedent, such as personality/traits, role clarity, attitudinal, leadership style, organizational commitment, organizational culture and organizational justice or organizational effectiveness.

5.4 Concluding Remarks

In the introduction chapter, the purpose of this research has been stated. The researcher's intention was to investigate the relationship between job satisfaction and organizational citizenship behaviour (OCB). Employees' job satisfaction and their commitment towards the organization is not yet been investigated by any researchers. OCB will be easy to put into practice if the employees are having strong job satisfaction with their organization. As a result of satisfied employees, they are more likely to be committed to their organizations and to take pride in organizational membership, believe in the goals and values of the organization, and display higher levels of performance and productivity.

The results of this research have answered all the research questions. Both affective and cognitive job satisfaction have moderate but significant relationship with OCB. From this study, affective and cognitive job satisfaction only contributes 12.4% to OCB. So, it is hope that other researcher will try to investigate different antecedent as independent variables in order to get new perspective of OCB.

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