



THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG ONLINE AND OFFLINE EMPLOYEES.

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ABSTRACT

This study aimed to investigate the relationship between job satisfaction and organizational citizenship behaviour (OCB) among employees, specifically focusing on online and offline workers. The sample consisted of 120 employees working in Delhi-NCR. Data was collected using the job satisfaction scale by Singh and Sharma and the organizational citizenship behaviour checklist by Suzy Fox and Paul E. Spector. The data analysis involved Pearson correlation and t-test. The findings revealed a positive and significant relationship between job satisfaction and OCB. Furthermore, there was no significant difference in job satisfaction between online and offline employees, while a significant difference was observed in OCB between the two modes of work. These results indicate that higher job satisfaction among employees is associated with increased OCB, which contributes to a positive organizational climate and culture.

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INTRODUCTION

Job satisfaction and organizational citizenship are two interconnected and vital concepts in the modern workplace that contribute to the overall success of organizations. Job satisfaction refers to the level of contentment and fulfilment an individual experiences in their job, encompassing factors such as work environment, compensation, career opportunities, and relationships with colleagues and supervisors. On the other hand, organizational citizenship involves employees voluntarily engaging in behaviours that go beyond their formal job requirements, such as helping colleagues, participating in teamwork, and contributing to the overall well-being of the organization. These behaviours create a positive work environment, foster teamwork and collaboration, enhance employee morale, and ultimately contribute to

the organization's performance and success. Together, job satisfaction and organizational citizenship form a powerful framework for promoting employee engagement, productivity, and organizational effectiveness in today's dynamic and competitive business landscape.

Job satisfaction is a critical area of study in organizational research, as it plays a fundamental role in shaping employee attitudes, behaviours, and overall well-being. It refers to the level of contentment and fulfilment an individual experiences in their job role, encompassing various factors such as the nature of work, work-life balance, compensation, career opportunities, and the quality of relationships within the organization. Understanding job satisfaction is crucial for organizations as it directly impacts employee motivation, commitment, and productivity. Moreover, job satisfaction has been linked to numerous positive outcomes, including reduced turnover rates, increased job performance, improved customer satisfaction, and enhanced organizational effectiveness. By delving deeper into the determinants and consequences of job satisfaction, researchers can provide valuable insights and practical recommendations for organizations to create a supportive and engaging work environment that fosters employee satisfaction and organizational success.

Organizational citizenship behavior (OCB) is a concept that has garnered significant attention in organizational research due to its profound impact on organizational effectiveness and employee well-being. OCB refers to the voluntary and discretionary behaviors exhibited by employees that go beyond their formal job requirements, contributing to the overall functioning and success of the organization. These behaviors include helping colleagues, participating in organizational initiatives, displaying a positive attitude, and engaging in proactive problem-solving. OCB is essential as it promotes a positive work environment, enhances teamwork and collaboration, improves job satisfaction, and reduces conflicts within the organization. Moreover, OCB has been linked to increased organizational performance, customer satisfaction, and overall organizational effectiveness. Researchers delve into understanding the antecedents, consequences, and mechanisms of OCB, providing valuable insights for organizations to cultivate a culture that encourages and recognizes these behaviours, ultimately leading to improved employee engagement, productivity, organizational success.

Job satisfaction and Organizational citizenship behaviour (OCB) are of paramount importance for both employees and organizations. For employees, job satisfaction is crucial as it directly influences their well-being, engagement, and overall quality of life. Satisfied employees experience higher levels of motivation, commitment, and productivity, leading to enhanced job performance and career success. Job satisfaction also contributes to positive psychological states, reducing stress and burnout, and promoting work-life balance. On the other hand, OCB is essential for employees as it fosters a positive work environment, promotes teamwork and collaboration, and enhances the overall organizational culture. Engaging in OCB provides employees with a sense of fulfilment, pride, and belonging, leading to increased job satisfaction and organizational commitment. For organizations, job satisfaction and OCB have numerous benefits. Satisfied employees are more likely to stay with the organization, reducing turnover costs and maintaining institutional knowledge. They also exhibit higher levels of customer service, resulting in improved customer satisfaction and loyalty. Moreover, OCB enhances organizational effectiveness, innovation, and adaptability, as employees go above and beyond their formal job roles, contributing to the organization's success. Therefore, organizations that prioritize job satisfaction and encourage OCB create a positive work

environment, attract and retain top talent, and achieve higher levels of performance and competitiveness in today's dynamic business landscape.

REVIEW OF LITERATURE

Nguni, Slegers, and Denessen (2007) conducted a study to investigate the impacts of transformational and transactional leadership on teachers' job satisfaction, organisational commitment, and organisational citizenship behaviour in the context of school. In Tanzania, 700 public elementary school instructors participated in the study. The instruments utilised were the Multifactor Leadership Questionnaire, the Organisational Commitment Questionnaire created by Mowday et al. (1979), and an instrument created by Smith et al. (1983) to operationalize and measure organisational citizenship behaviour. Weiss, Dawis, England, and Lofquist's (1967) questionnaire called Minnesota Satisfaction Questionnaire was used to gauge job satisfaction. According to regression studies, organisational citizenship behaviour, organisational commitment, and work satisfaction among teachers are all significantly influenced by transformational leadership features. When it came to predicting job happiness, organisational commitment, and organisational citizenship behaviour, transformational leadership significantly enhanced the effects of transactional leadership. The effect of transformative leadership on teachers' organisational commitment and organisational citizenship conduct appear to be mediated by job satisfaction.

Lin and Peng (2009) did a study which suggests that the relationship is mediated by a team's cohesion and collective efficacy. Lin and Peng (2009) performed research on the association between individual members' organisational citizenship behaviour and team level performance. Data were gathered from three sources at two different points in time using a sample of 462 sales representatives from Taiwanese financial institutions. The Farh, Earley, and Lin (1997) OCB and OCBI scales were employed in the study; the altruism subscale was used to evaluate OCBI, and the conscientiousness subscale was used to test OCBO. The findings back up the theory that OCB has a good impact on organisational performance.

Sharma, Bajpai, and Holani (2012) did a research at organisational citizenship behaviour in the public and private sectors and how it affected work satisfaction from an Indian viewpoint. 200 employees provided the data for the collection. The research was conducted using self-made tools, and the Z test was utilised to compare the two organisations. The findings indicated that employees in public sector organisations have higher levels of OCB than those in private sector organisations, and that job satisfaction rises or falls in correlation with changes in OCBCB towards specific individuals

Ng, Choong (2018) conducted a study to assess how work engagement between JS and OCB affected the results among Malaysian medical professionals that work in hospitals. Questionnaires were given to 279 participants to complete. Through Partial Least Squares - Structural Equation Modelling, the theories were put to the test. The findings showed that among health workers, JS was positively related to work engagement and OCB. However, it was discovered that the association between JS and OCB was somewhat mediated by work engagement.

Purwanto,et.al(2021), conducted a study in high schools in the province of Banten to ascertain and investigate the impact of transformational leadership, organisational commitment, and work satisfaction on organisational citizenship behaviour. 220 supply chain management managers made up the sample for this study.implemented business responses. The Simple Random Sampling method was used for sampling in this investigation. Multiple regression analysis is the method of analysis performed.Tschannen-Moran (2003) employed work satisfaction measurements to gauge transformative leadership. Taskina 2009, Organisational Citizenship Behaviour Organ 2005, and Organisational Commitment Robbins 2008 . .The analysis and testing results demonstrate that organisational citizenship behaviour is positively and significantly influenced by transformational leadership, job satisfaction, and organisational commitment. That is supported by this study. Organisational citizenship behaviour in supply chain management is implemented by the corporation with the help of transformational leadership, organisational commitment, and job satisfaction.

METHODOLOGY

The objectives of this study are to examine the relationship between job satisfaction and organizational citizenship behaviour, to compare the levels of job satisfaction between online and offline employees, and to compare the levels of organizational citizenship behaviour between online and offline employees. The study will include 120 employees working in corporate and government jobs who work in online and offline platforms, with 60 participants in each group. Convenience sampling will be employed to select the sample. The tools that was used for study was Pearson's correlation and t-test. The Job Satisfaction Survey (JSS), a well-established questionnaire evaluating nine dimensions of job satisfaction, will be used to measure job satisfaction. Additionally, the OCBC (Organizational Citizenship Behaviour Checklist), developed by Suzy Fox and Paul E. Spector, will be used to assess organizational citizenship behaviour.

RESULT AND DISCUSSION

Table 1.1

Correlation between Job Satisfaction and Organizational Citizenship Behaviour

		Correlations	
		Job Satisfaction	Organizational Citizenship Behaviour
Job Satisfaction	Pearson Correlation	1	.860**
	Sig. (2-tailed)		.000
	N	120	120
Organizational Citizenship Behaviour	Pearson Correlation	.860**	1
	Sig. (2-tailed)	.000	
	N	120	120

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

Table 1.1 represents correlation between Job Satisfaction and Organizational Citizenship Behaviour among young adults. The correlation value is .860 which shows a positive relationship which is Significant at 0.01 level ($p < 0.01$).

Table 1.2

Group statistics of Job Satisfaction in online and offline mode.

Variable	Mode	N	Mean	Standard Deviation
Job Satisfaction	Online	60	78.2667	14.80708
	Offline	60	82.4667	14.00299

Table 1.2 shows N, Mean and Standard Deviation of Job Satisfaction in online and offline mode among working professionals.

Table 1.3

t-value, df and Sig. (2-tailed) of Job Satisfaction in online and offline mode.(N=120)

	t	Df	Sig. (2-tailed)
Job Satisfaction	-1.596	118	.113

Table 1.3 represents no significant difference in Job Satisfaction in online and offline mode. (N=120)

Table 1.4

Group statistics of Organizational Citizenship Behaviour in online and offline mode.

Variable	Mode	N	Mean	Standard Deviation
Organizational Citizenship Behaviour	Online	60	66.9833	18.83784
	Offline	60	75.3500	16.23120

Table 1.4 shows N, Mean and Standard Deviation of Organizational Citizenship Behaviour in online and offline mode among working professionals.

Table 1.5

t-value, df and Sig. (2-tailed) of Organizational Citizenship Behaviour in online and offline mode.(N=120)

Independent t-test			
	T	Df	Sig. (2-tailed)
Organizational Citizenship Behaviour	-2.606	118	.010

Table 1.5 shows there exists a significant difference in Organizational Citizenship Behaviour in online and offline mode among working professionals. (N=120) at 0.01 level.

The aim of this study was to examine the relationship between job satisfaction and organizational citizenship behaviour (OCB) among online and offline employees. Job satisfaction refers to the degree of contentment and happiness an individual experiences in their work environment, while OCB refers to voluntary behaviours that go beyond job responsibilities and contribute to the overall functioning of the organization.

The study used two questionnaires to assess two distinct concepts: job satisfaction and organisational citizenship behaviours. The Job Satisfaction Scale and the Organisational Citizenship Behaviour Checklist were given to 60 online and 60 offline working employees. The results of the survey were compiled, graded, and then assessed. The results were estimated in accordance with the objectives and hypotheses. Evaluation methods included the t-test and Pearson's product correlation. Initial findings showed a connection between job satisfaction and organisational citizenship behaviour. To see if there would be a difference between online and offline employees, a t-test was then conducted.

Using Table 1.1 and the hypothesis (H1) of Objective 1, it was established that there is a positive relationship between job satisfaction and organisational citizenship behaviours among online and offline employees (.860**), which is significant at the 0.01 level of significance. Hypothesis 1 is thus correct.

The association between job happiness and organisational citizenship behaviour (OCB) among both online and offline employees has been the subject of much research. According to a Chiang and Hsieh (2012) study, among Taiwanese internet workers, job satisfaction was positively correlated with OCB. The study also discovered that organisational commitment served as a partial mediator in the association between job satisfaction and OCB. In both offline and online settings, Podsakoff, MacKenzie, Paine, and Bachrach (2000) discovered a statistically significant positive association between job satisfaction and OCB. The study also discovered that this association was more significant offline than online.

Using Table 1.2 and Table 1.3 and Objective 2's hypothesis (H2), it was determined that there is no significant difference job satisfaction among online and offline employees. As a result, hypothesis 2 is rejected.

According to several research, there is no discernible difference in job satisfaction between employees who work online and offline. According to a 2005 study by Lin and Tang, there was no discernible difference in job satisfaction between Taiwanese workers who worked online and those who worked offline. Kim, Jung, and Lee (2015) concluded that there was no discernible difference in job satisfaction between employees working online and offline in South Korea. In a similar vein, Lee and Paek's (2014) study in South Korea showed no appreciable differences in job satisfaction between online and offline workers.

Using Table 1.4 and Table 1.5 and Objective 3's hypothesis (H3), it was determined that there exists a significant difference in organizational citizenship behaviour among online and offline employees. As a result, hypothesis 2 is accepted. In one study, Kim, Jung, and Lee (2015) discovered a substantial difference in OCB between South Korean online and offline workers. According to the study, internet workers exhibited higher levels of OCB than offline workers. Taiwanese online and offline employees' OCB

discrepancies were examined by Tsai, Hsieh, and Cheng in 2016. The study discovered that OCB levels among online employees were higher than those among offline employees.

This study contributes to the existing literature on job satisfaction and OCB among online and offline employees. The findings support the positive relationship between job satisfaction and OCB and highlight the importance of fostering job satisfaction to encourage OCB among employees. While no significant difference was found in job satisfaction between online and offline employees, there was a notable difference in OCB, with online employees demonstrating higher levels of OCB. These findings suggest that organizations should consider the unique characteristics and dynamics of online work environments when promoting and rewarding OCB among employees.

Further research could explore the specific factors that contribute to the higher levels of OCB among online employees and investigate strategies to enhance OCB among offline employees. Additionally, longitudinal studies could be conducted to assess the long-term impact of job satisfaction on OCB and organizational outcomes. Understanding the complex relationship between job satisfaction, OCB, and different work environments can provide valuable insights for organizations seeking to create positive and productive work environments.

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