



A Study On The Impact Of Organizational Citizenship Behavior (OCB) On Employees' Overall Job Satisfaction At Automotive Industries

¹Selvarani Juliet. K, ²Ms. Anita Sharon. A, MBA, SET

¹Student, ²Assistant Professor

¹Department of Management Studies (MA-HRM), Women's Christian college, Chennai, Tamil Nadu, India.

Abstract: This study investigates the impact of organizational citizenship behavior (OCB) on job satisfaction among middle level employees. A sample of 134 employees completed a survey measuring their OCB and job satisfaction. Regression, correlation and chi square analysis were conducted to analyze the data. The findings revealed a significant positive influence of OCB on job satisfaction, indicating that employees who engage in more OCB behaviors tend to be more satisfied with their jobs. Additionally, the study found that specific dimensions of OCB such as courtesy and altruism were positively associated with job satisfaction to a larger extent. The study suggests certain ideas and initiatives to organizations for promoting job satisfaction by fostering a culture that encourages OCB behaviors.

Index Terms - Organizational Citizenship Behavior, Job Satisfaction, Team Performance, OCB Dimensions.

I. INTRODUCTION:

The ever-evolving business landscape demands innovative strategies to keep employees engaged and productive. In this dynamic environment, it is necessary for organizations to turn their attention to organizational citizenship behavior (OCB). This concept captures the voluntary actions employees take that exceed the expectations of their job descriptions. By understanding and fostering OCB, organizations can unlock a powerful tool for boosting employee satisfaction and ultimately, organizational success.

Have you ever offered a helping hand to a colleague struggling with a deadline, volunteered to organize a team event, shared a suggestion to improve a process? These acts which are beyond formal task are examples of organizational citizenship behavior. OCB holds the positive and extra constructive steps employees take to lift up their teams and the overall organization. Such not mandatory behaviors can transform workplaces into more efficient, supportive environments.

OCB can be categorized into certain dimensions. They are altruism, conscientious, courtesy and sportsmanship. **Altruism** is the act of employees offering a helping hand without anything in return like helping a struggling teammate. **Conscientious** is the strong sense of responsibility and obeys rules and regulations even when no one is monitoring. **Courtesy** builds bridges within the workplace with employees demonstrating respect and consideration through polite interactions and supportive gestures. **Sportsmanship** is highly connected with team spirit; employees radiate positive attitude that motivates the entire team and also involves giving and accepting constructive criticism.

On the other side, it is well known that **Job satisfaction** is a secret weapon of productive employees. It's just not about paycheck but feeling happy, motivated and a sense of security about employee's current job results in job satisfaction. Employees who experience high job satisfaction exhibit increased engagement which leads to increased production and low turnover. This job satisfaction varies from person to person and industry to industry. It is important to note that a positive and supportive work environment is a common factor that fosters the spirit of job satisfaction at all means.

II. AIM AND PURPOSE OF THE STUDY

2.1 Aim:

The purpose of this study is to identify the impact of organizational citizenship behavior on employees' overall job satisfaction at automotive industry.

2.2 Objectives:

The following objectives will be achieved primarily as a result of the research:

- **Primary objective:** To investigate the extent to which engaging in OCB positively impact employees overall job satisfaction.
- **Secondary objective:**
 1. To identify the specific dimensions of OCB that have the strongest influence on job satisfaction.
 2. To explore the mediating factors that influence OCB and job satisfaction relationship.
 3. To identify OCB impact on team performance.

2.3 Hypothesis:

Hypothesis 1

HO: There is no impact of engaging in OCB on employees' overall job satisfaction.

HA: There is impact of engaging in OCB on employees' overall job satisfaction.

Hypothesis 2

HO: There is no relationship between OCB and team performance.

HA: There is relationship between OCB and team performance.

Hypothesis 3

HO: There is no association between engaging in OCB and age.

HA: There is association between engaging in OCB and age.

III. SCOPE OF THE STUDY:

This study will allow organizations to discover how the helpful behavior traits of employees influences their job satisfaction as well as team performance. The study's scope is limited to 134 employees between the ages of 18 to above 50. Each participant in this study was requested to complete a brief questionnaire (a Google form with 21 questions) to determine whether organizational citizenship behavior have an impact on their Job satisfaction. This study duration was one month (21st December 2023- 31st January 2024). Chennai, India is the geographical location that I have covered.

IV. REVIEW OF LITERATURE:

Chiboiwa et al. (2011), identified strong relationship between overall job satisfaction and overall OCB and proved that if job satisfaction increases, OCB will also increase and found that employees were engaged in altruism than other dimensions of OCB. The study used probability sampling procedure to collect responses from 1202 employees from 5 selected organisations in Zimbabwe.

Akgunduz. Y et al. (2016), explored the relationship between obstacle and problems in stress and support of managers, their feedback and self-serving leadership impact on employees OCB and job satisfaction. The results show that feedback from managers reduce stress levels and increase OCB and JS. The samples were collected from 410 employees in a five-star hotel in Turkey.

Oparinde. F et al. (2019), found that OCB can be increased in employees when organisation gives priority to all the factors of job satisfaction so employees does not feel stressed and become proactive and willing to achieve organisational goals. The study also concluded that when the organisation has fair policy on salary, benefits and promotion policies can motivate and intuit employees to indulge in OCB. The study sampled 200 staff from Osun state owned tertiary institutions.

Wan H.L (2017), examined organisational justice and OCB relationship with job satisfaction as a mediator and found a greater association among all three, also the justice factors influenced all the dimensions of OCB. Job satisfaction was highly connected with civic virtue, followed by courtesy and altruism. The study concludes that organisational justice increases job satisfaction and results in enhancement of OCB. The sample of this study were 267 employees from manufacturing sector.

Yadav L.K and gupta. P (2017), found that employees who think they are treated fairly by their organisation seems to have more trust and loyalty which results in increased job satisfaction. That is, fairness creates trust which gives satisfaction to employees but the study failed to prove that procedural justice (fairness) is linked with employees OCB. The study sampled 200 employees from tourism industry in New Delhi.

V. RESEARCH METHODOLOGY

5.1 Research design:

The research design used in this study is descriptive research design as it describes the situation as it is and helps to gain more insights into the research topic.

5.2 Sampling techniques:

Population: The total population of the study was 202 middle level management employees in automotive industry.

Sample unit: Middle level Employees working at automotive industry.

Sample size: The sample size taken was 134 employees of the middle level. The sample size was determined using the following procedure:

- Confidence level – 95%
- Margin of error – 5%
- Population proportion – 50%
- Population size – 202

Sampling method: The sampling method used is Non – probability sampling method and in which convenience sampling method is used to distribute the questionnaire to the employees as it is time saving and convenient. The response rate was appreciable and all the employees were able to spare few minutes to answer the questionnaire.

Data collection: For primary data, responses from employees were gathered through a structured, close-ended questionnaire designed for the ease of completion. The survey comprised two sections: Demographic information and normal scale questions aligned with the research topic. Utilizing a 5-point Likert scale for response options, the questionnaire enabled efficient data collection from 134 employees. Secondary data was collected from scholarly articles.

5.3 Statistical tools used:

The Statistical Package for Social Science – SPSS software was used to analyse the data which was collected through questionnaire. With the help of this software, descriptive statistics such as correlation analysis, regression analysis and chi square analysis were done. These statistical tools were used to find the impact of organisational citizenship behaviour (OCB) on job satisfaction.

VI. FINDINGS

1. 60.4% of respondents are female employees.
2. Majority of 61.2% of respondents belong to the age group of 18 to 25 years.
3. Majority of 82.1% of respondents engage in voluntary behaviours that go beyond formal job requirements.
4. Majority of 71.9% of respondents feel colleagues who always help others seem more happier with their work.
5. Majority of 50% of respondents agree that engaging in OCB boost their satisfaction level.
6. Majority of 45.5% of respondents are likely to stay in their job if they felt everyone was helping each other.
7. Majority of 79.1% of respondents feel that employees in stressful job show less helpfulness and less job satisfaction.
8. Majority of 44.8% of respondents feel fulfilment/ satisfaction when able to help other at workplace.
9. Majority of 35.1% of respondents feel following rules and procedure even when no one is monitoring gives them a feeling of fulfilment.
10. Majority of 40.3% of respondents strongly feel more job satisfaction when their superior and colleagues are polite and treat each other with respect and consideration.
11. Majority of 48.5% of respondents agree giving and accepting constructive criticism boost them to work better.
12. Majority of 44.8% of respondents believe companies with open communication and transparency have more helpful and satisfied workers.
13. Majority of 47.8% of respondents feel happier at work if their company celebrated helpful employees.
14. Majority of 38.1% of respondents take up additional responsibilities to benefit team's success.
15. Majority of 41% of respondents agree OCB behaviours contribute to more positive and supportive team.

VII. HYPOTHESIS TESTING

HYPOTHESIS 1:

REGRESSION ANALYSIS:

Regression is a statistical tool which is used to determine the degree to which an independent variable influences the dependent variable. The aim is to find the impact of OCB on employee's job satisfaction.

H₀: There is no impact of engaging in OCB on employees' overall job satisfaction.

H₁: There is impact of engaging in OCB on employees' overall job satisfaction.

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.217	1	18.217	20.492	<.001 ^b
	Residual	117.343	132	.889		
	Total	135.560	133			

a. Dependent Variable: You are more likely to stay in your job if you felt everyone is helping each other

b. Predictors: (Constant), When you personally engage in any of OCB behaviors (eg. Volunteering for task, helping others), you feel a boost in your satisfaction level

INTERFERENCE:

In the above table, the influence of organisational citizenship behaviour (OCB) on job satisfaction is tested through regression analysis. The results show that the significance value is $<.001$ which is less than 0.05. As a result, null hypothesis is rejected and alternative hypothesis is accepted – there is impact of engaging in OCB on employees' overall job satisfaction. This is due to the direct and proportionate influence of helpful behaviours on the level of satisfaction which has once again been proved in the organisational context through the form of OCB and job satisfaction.

HYPOTHESIS 2:**CORRELATION ANALYSIS:**

Correlation is used to establish a relationship between two variables. It also helps in understanding and assessing the statistical relationship between two variables. The aim is to find the relationship between OCB and team performance.

H0: There is no relationship between OCB and team performance.

H1: There is relationship between OCB and team performance.

Correlations

		You believe that OCB behaviours contribute to a more positive and supportive team	You take up additional responsibilities to benefit team's success
You believe that OCB behaviours contribute to a more positive and supportive team	Pearson Correlation	1	.204*
	Sig. (2-tailed)		.018
	N	134	134
You take up additional responsibilities to benefit team's success	Pearson Correlation	.204*	1
	Sig. (2-tailed)	.018	
	N	134	134

INTERFERENCE:

In the above table, the relationship between organisational citizenship behaviour (OCB) and team performance is tested through correlation. The results show that the correlation is greater than 0 that is 0.204. Hence, the significance value is 0.018 which is less than 0.05. As a result, null hypothesis is rejected and thus alternative hypothesis is accepted – there is relationship between OCB and team performance. This is when the members of a team help each other, it leads to better rapport among colleagues which in turn results in improved team performance.

HYPOTHESIS 3:**CHI SQUARE TEST:**

Chi square test is used to compare observed results with expected results. It also checks for the difference between the both. In this research, the aim of chi square is to find the association between engagement in OCB and age factor.

H0: There is no association between engaging in OCB and age.

H1: There is association between engaging in OCB and age.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.525 ^a	12	.405
Likelihood Ratio	11.518	12	.485
Linear-by-Linear Association	.069	1	.793
N of Valid Cases	134		

INTERFERENCE:

The above table depicts chi square test which intended to find the association between the level of engagement in OCB and age. As the result show that the Pearson's chi square value is 0.40 which is greater than 0.05. Hence, alternative hypothesis is rejected and null hypothesis is accepted – there is no association between level of engagement in OCB and age. This is because the act of helping others is concerned as a personality-based gesture. Thus, it differs from person to person which is why the level of engagement in OCB cannot be significantly associated with one single factor such as age.

VIII. SUGGESTIONS

- Introducing “secret mission” board at office where employees can anonymously nominate colleagues who exhibit organisational citizenship behaviour this brings in more connection between work and personal fulfilment.
- Considering OCB in Performance appraisal system as “karma points” will build an organisational culture that is more supportive and helpful to everyone at all times.
- Giving importance to open communication and transparency will help the organisation to cultivate more helpful employees and this has a definite positive impact on job satisfaction as well.
- Creating better organisational climate such as polite, kind and considerate superiors and colleagues will enhance the helping tendency among employees throughout the organisation and make them stay longer in the organisation due to increased job satisfaction.
- Conducting team building activities will help the employees in a team to know each other more. This leads to better interaction among them which in turn results in employees to actively listen to team members concerns and offer support. This also encourages employees to take up additional responsibility to benefit team's success.
- Train all the team leaders to provide constructive criticism and feedback to their team members in a soft manner, this helps the organisation to enhance team's overall performance.
- Celebrating helpful employees which is like praising and rewarding on quarterly basis or yearly basis will encourage employees to exhibit more organisational citizenship behaviours which will ultimately increase their job satisfaction.
- Providing work life balance and work life blending activities and programmes to employees will reduce work related stress and also benefits in enhancing and maintaining the organisational citizenship behaviour of employees at all levels.

IX. LIMITATION

As the questionnaire was distributed to middle level employees, the responses consist of management professionals. So, it does not represent the helpful behaviour traits of low cadre employees and the top-level management authorities. The study was conducted within a time period of one month. So, the data collected may not be enough and the study is confined only to automotive industry in Chennai. Additionally, the study relied on self-reported data, which may be subject to bias.

X. OVERALL FINDINGS TO JUSTIFY MY HYPOTHESIS

1. OCB AND JOB SATISFACTION:

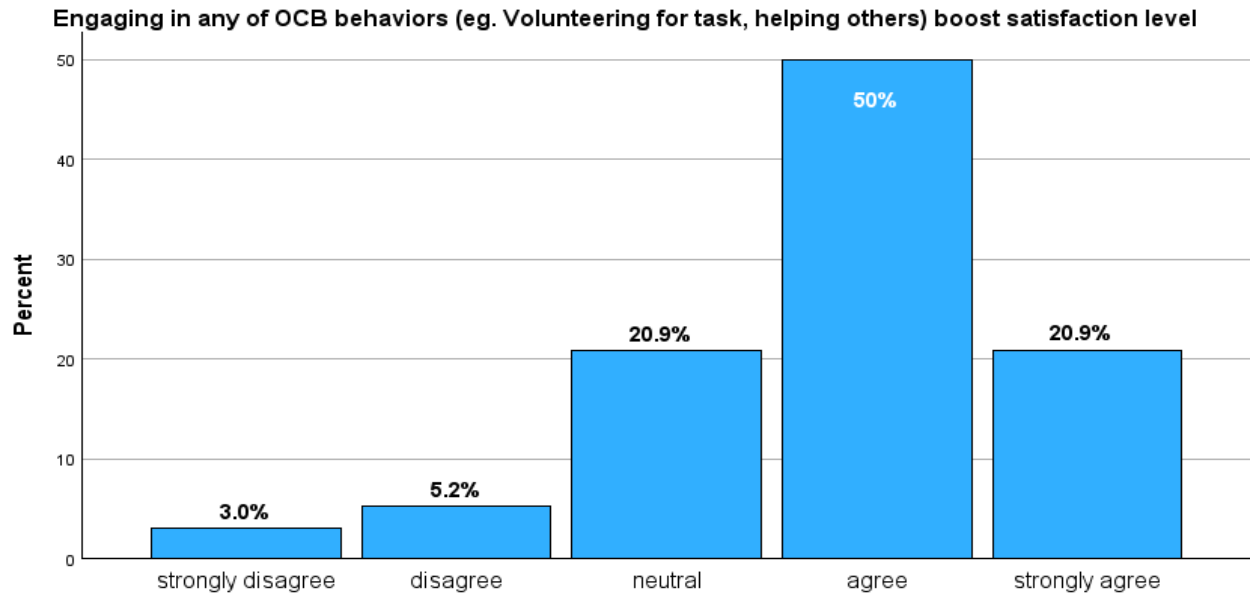


Fig. 1.1 Engaging in any of OCB behaviours (eg. Volunteering for task, helping others) boost satisfaction level

The above figure shows that out of 134 respondents, 20.9% strongly agree that engaging in OCB boost their satisfaction level, 50% agree that engaging in OCB boost their satisfaction, 20.9% neither agree nor disagree that engaging in OCB boost satisfaction level, 5.2% disagree that engaging in OCB boost their satisfaction level and 3% strongly disagree that engaging in OCB behaviour boost their satisfaction level.

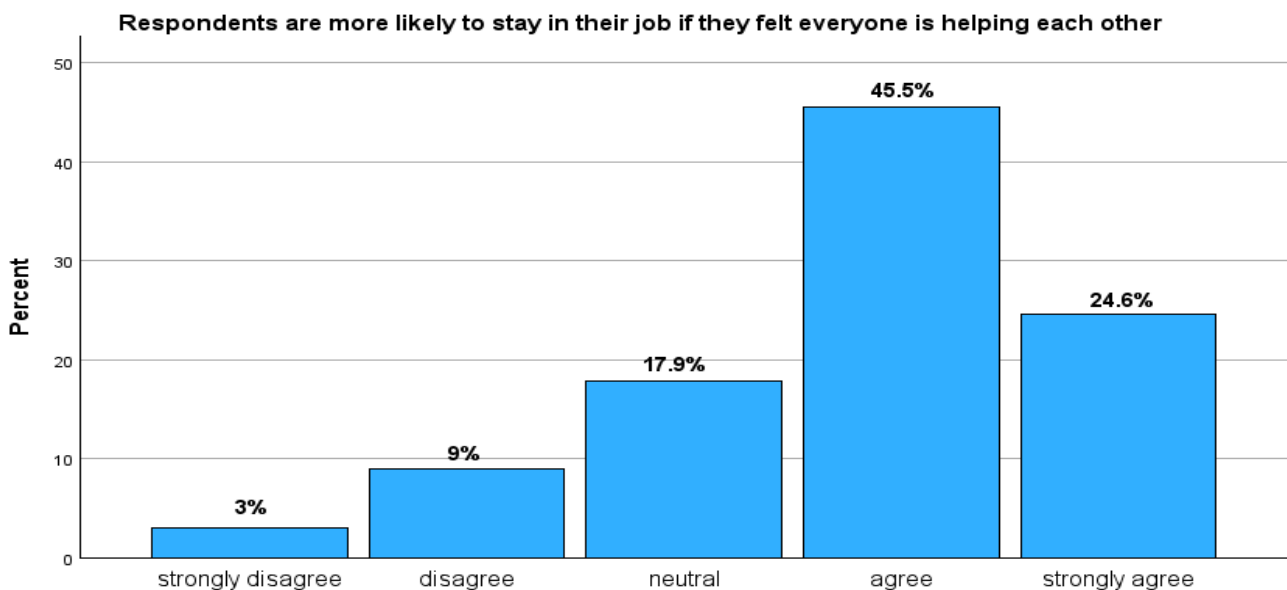


Fig. 1.2 Respondents are more likely to stay in their job if they felt everyone is helping each other

The above figure shows that 24.6% of respondents strongly agree that they are more likely to stay in their job if they felt everyone is helping each other. 45.5% have agreed the same and 17.9% has a neutral feeling. 9% of respondents disagreed and 3% of respondents strongly disagreed to a longer duration of stay in their job even when everyone is helping each other.

2. OCB AND TEAM PERFORMANCE:

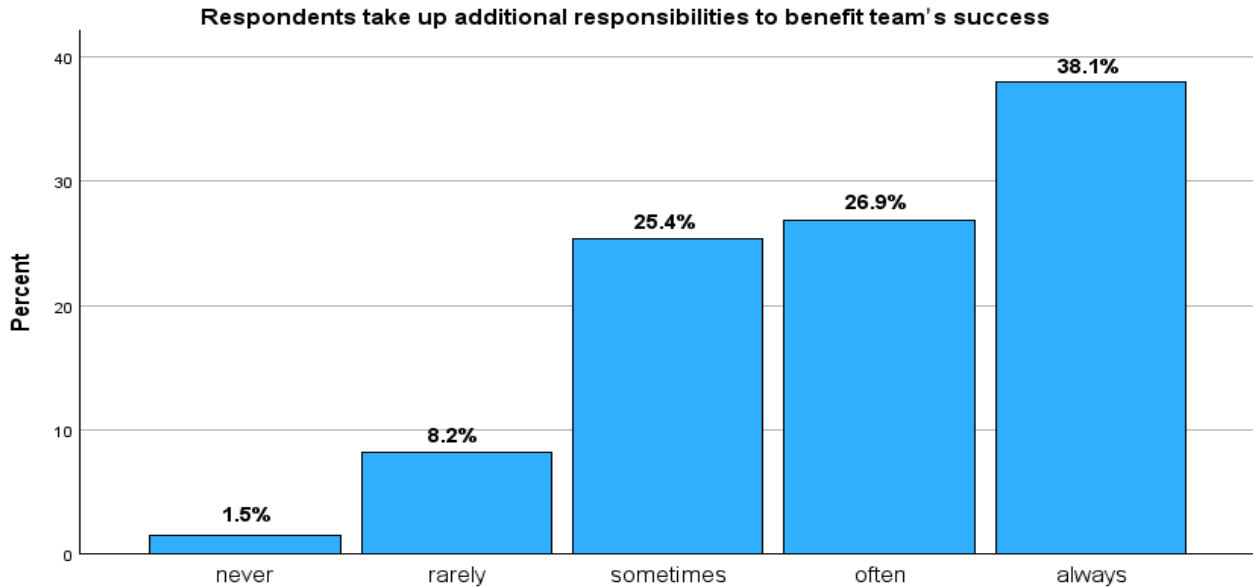


Fig. 2.1 Respondents take up additional responsibilities to benefit team's success

The above figure shows that 38.1% of respondents always take up additional responsibilities to benefit team's success, 26.9% often do the same and 25.4% does it sometimes. While 8.2% rarely and 1.5% never take up such additional responsibilities to benefit team's success. Thus, team performance and OCB is highly interlinked.

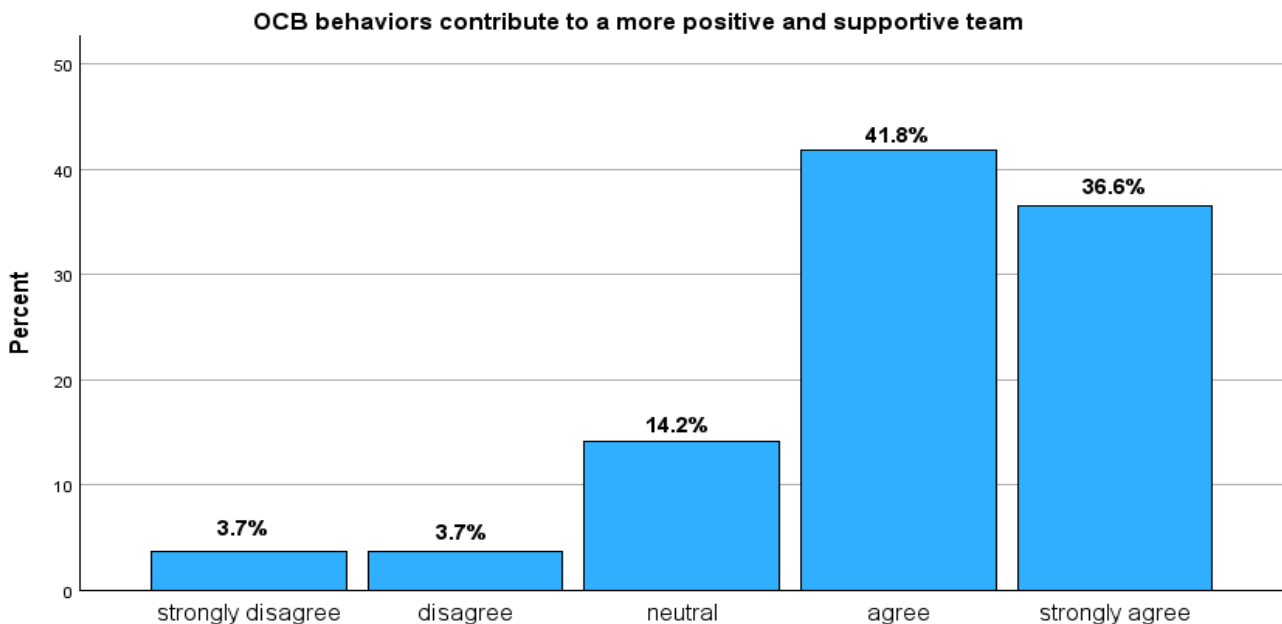


Fig. 2.2 OCB behaviours contribute to a more positive & supportive team

The above figure shows 36.6% respondents strongly agree that OCB behaviours contribute to a more positive and supportive team, 41.8% agrees to the same, 14.2% feels it neutral. While 3.7% disagrees and 3.7% strongly disagrees that OCB behaviours contribute to a more positive and supportive team.

3. ENGAGING IN OCB:

Engagement in voluntary behaviors that go beyond job requirement

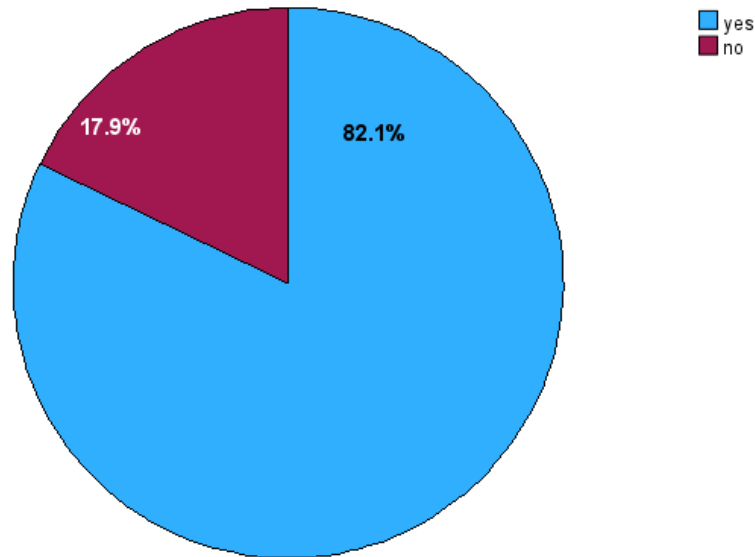


Fig. 3.1 Engagement in voluntary behaviours that go beyond job requirement

The above figure shows that out of 134 respondents 82.1% of respondents engage in voluntary behaviours that go beyond their formal job requirement and 17.9% of respondents do not engage in such voluntary behaviours. Engaging in OCB doesn't stay within the confinement of demographic factors, it is liberated towards individual's behavioural aspect.

4. DIMENTION OF OCB

Respondents feel more job satisfaction when their superior and colleagues are polite and treat each other with respect and consideration

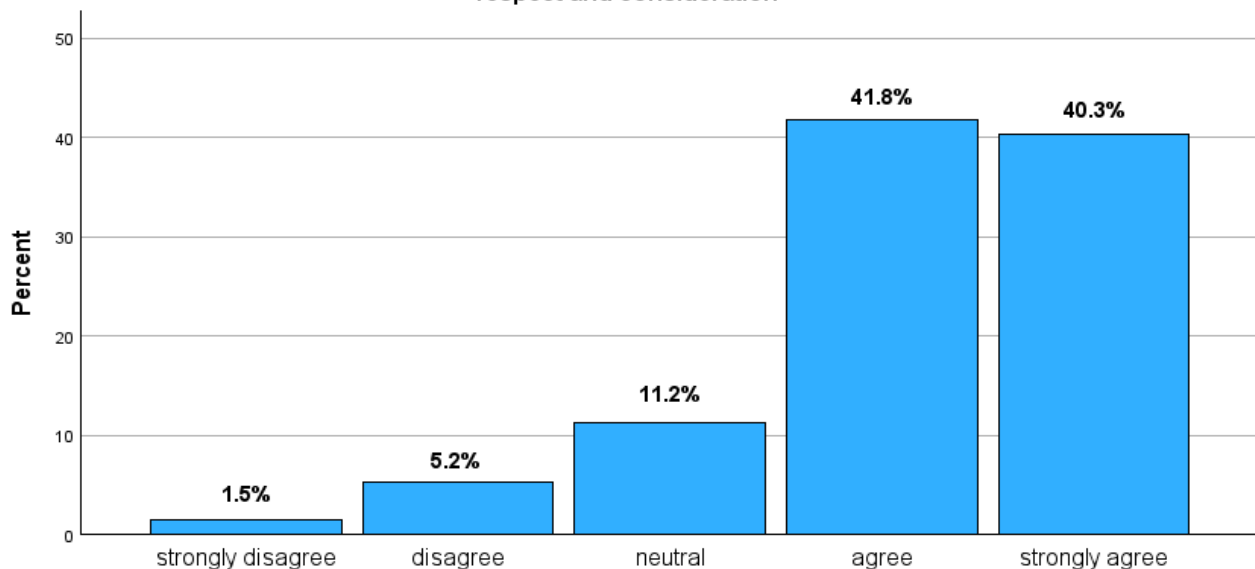


Fig. 4.1 Respondents feel more job satisfaction when their superior and colleagues are polite and treat each other with respect and consideration

The above figure shows 40.3% respondents strongly agree that they feel more job satisfaction when their superior and colleagues are polite and treat each other with respect and consideration, 41.8% agrees to the

same and 11.2% feels neutral but 5.2% respondents disagreed and 1.5% strongly disagreed to the statement. Thus, proves that courtesy (a dimension of OCB) contributes to job satisfaction to a larger extent.

XI. BIBLIOGRAPHY AND REFERENCES

Chiboiwa, M. W., Chipunza, C., & Samuel, M. O. (2011). Evaluation of job satisfaction and organisational citizenship behaviour: Case study of selected organisations in Zimbabwe. *African journal of business management*, 5(7), 2910.

Akgunduz, Y., Dalgic, A., & Kale, A. (2016). The effects of stress and managers' behaviour on the job satisfaction and organisational citizenship behaviour of hotel employees. *Tourism: An International Interdisciplinary Journal*, 64(1), 41-62.

Oparinde, F., Oparinde, O., & Abdulsalam, A. (2019). The influence of job satisfaction on organisational citizenship behaviour in Osun State-owned tertiary institutions. *African Journal of Inter/Multidisciplinary Studies*, 1(1), 49-60.

Wan, H. L. (2017). Relationship between organisational justice and organisational citizenship behaviour: Examining the mediating role of job satisfaction.

Yadav, L. K., & Gupta, P. (2017). Procedural justice, job satisfaction and organizational citizenship behaviour: Mediating role of organizational trust—Indian tourism industry study. *Management and Labour Studies*, 42(3), 275-292.

<https://www.emerald.com>

<https://www.sciencedirect.com>

<https://openurl.ebsco.com>

<https://onlinelibrary.wiley.com>

www.semanticscholar.org

<https://bpspsychub.onlinelibrary.wiley.com>

<https://papers.ssrn.com>

<https://econtent.hogrefe.com>

<https://sci-hub.se>

<https://www.mdpi.com>

<https://ideas.repec.org>

<https://journals.sagepub.com>

XII. APPENDICES

1. Name: _____

2. Gender

- Male
- Female

3. Age

- 18 – 25 years
- 25 – 35 years
- 35 – 50 years
- More than 50 years

4. Educational qualification

- PHD
- PG
- UG
- DIPLOMA & ITI
- HSC
- SSLC

5. Experience

- Less than 1 year
- 1 to 5 years
- 5 to 10 years
- More than 10 years

Q.NO	Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Do you engage in voluntary behaviors that go beyond your job requirement?					
2.	Do you take up extra work at office without feeling burdened?					
3.	Do colleagues who always help others seem more happier with their work?					
4.	When you personally engage in any of OCB behaviors (eg. Volunteering for task, helping others), you feel a boost in your satisfaction level.					
5.	You believe your positive behaviors at work positively affect your level of job satisfaction?					
6.	When you help out colleagues, it makes your workday happier than usual.					
7.	You would be more likely to stay in your job if you felt everyone is helping each other.					
8.	Do you think employees in stressful job show less helpfulness and less job satisfaction.					
9.	You feel a sense of fulfillment / satisfaction when you are able to help others at workplace.					
10.	Following rules and procedures even when no one is monitoring gives you a feeling of fulfillment?					
11.	You feel more job satisfaction when your superior and colleagues are polite and treat each other with respect and consideration?					

12.	Giving and accepting constructive criticism boost you to work better?					
13.	You think companies with open communication and transparency have more helpful and satisfied workers?					
14.	Bosses who say “Thank You” make you more likely to help others and feel happier at work?					
15.	When colleagues are friendly at work, are you more likely to be helpful and enjoy your job?					
16.	Would you feel happier at work if your company celebrated (i.e. praise/reward) helpful employees?					
17.	You think team members who frequently provide constructive feedback improve overall team performance?					
18.	You actively listen to team members concerns and offer support?					
19.	You take up additional responsibilities to benefit team’s success?					
20.	Members of your team guide and help others to complete task on time					
21.	You believe that OCB behaviors contribute to a more positive and supportive team?					