

The Effects of Organizational Support and Organizational Commitment on Organizational Citizenship Behaviour: The Mediating Role of Job Satisfaction

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Abstract: In recent times, it has been revealed by many researchers that job satisfaction is one of the crucial factors that influence organizational leadership behaviour as well as the sustainability of the organization while increasing competitive advantage. As a result of this organizations make effort to enhance job satisfaction. In general, findings of past studies have shown that organizational citizenship behaviour is directly influenced by organizational commitment and organizational support. However, just few empirical studies have shown the significance of job satisfaction as a mediating variable to organizational citizenship behaviour. The aim of this study is to explain the role played by job satisfaction as a mediating variable in the effects which organizational commitment and organizational support have on organizational citizenship while emphasizing on the effects of organizational commitment and organizational support on organizational citizenship behaviour.

Key words: Job satisfaction, organizational support, organizational commitment, organizational citizenship behaviour, leadership, mediating

INTRODUCTION

The pleasurable emotional state which results from the evaluation of employees work as well as their perception about job characteristics like work environment, promotion and wages are reflections of employee satisfaction (Ollo-Lopez *et al.*, 2016). Generally, employees that are satisfied tend to talk positively about the organization in which they work, work more than expected for the organization and help others. Such employees usually want to reciprocate the positive experiences they have, had in the organization by going beyond, their job boundaries and the probability of engaging in organizational citizenship behaviour by these satisfied employees is higher (Judge and Robbins, 2015).

Some scholars have defined job satisfaction as an attitudinal variable that shows the extent to which individuals are happy with their jobs and there is positive relationship between this job satisfaction and job performance as well as health of the employee (Najafi *et al.*, 2011). Job satisfaction which is defined as a pleasurable emotional state that results from the valuation of an employee's is of great importance to managers. Managers that believe that the organization is responsible for providing employees with jobs that are intrinsically rewarding and challenging make high level of employee

satisfaction their priority (Najafi *et al.*, 2011). A positive evaluation of a job is reflected through organizational commitment and job satisfaction (Krishnan *et al.*, 2010). In the field of management, numerous studies have been conducted to examine the relationship between job satisfaction and organizational commitment. Such studies have found that organizational commitment and satisfaction were different attitudes despite having a relationship because job satisfaction is an affective response to certain areas of a job while commitment is an effective response to the every aspect of the organization (Wat and Shaffer, 2005). It has also been found that job satisfaction is one of the factors that determines organizational commitment (Yang and Chang, 2008). It was also pointed out by Mowday *et al.* (1982) that an antecedent variable for organizational commitment is job satisfaction. Several other studies have revealed that organizational commitment and job satisfaction are the major determinants of organizational citizenship behaviour (Krishnan *et al.*, 2010). Findings of other researches have shown that employees organizational citizenship behaviour is positively influenced by job satisfaction and organizational behaviour (Podsakoff *et al.*, 2000; Najafi *et al.*, 2011).

There are two major individual behaviours and they include extra-role and in-role behaviours. Behaviours such as assisting new employees in their work, assisting

colleagues when they have work overload giving positive suggestions that can lead to the growth of the organization and promoting the agenda of the organization in the community are classified as extra-role behaviours; extra-role behaviour is sometime called organizational citizenship behaviour (Dash and Pradhan, 2014). Organizational citizenship behaviour is a workplace behaviour which is voluntarily exhibited by employees and it can enhance the performance individuals and that of the organization (Dash and Pradhan, 2014).

Furthermore, employee's willingness to engage in more organizational citizenship behaviour and job satisfaction can be strengthened through organizational commitment (Paulin *et al.*, 2006). However, many studies have been unable to provide evidence to show that there is a significant and positive relationship between organizational commitment and OCB (Chu *et al.*, 2005; Tang and Ibrahim, 1998; Williams and Anderson, 1991). Despite this, a review of literature indicates a scarcity of simultaneous and specific studies on the relationship between dimensions of commitment, foci and organizational citizenship behaviours (Duarte, 2015). According to Dehghani *et al.* (2015), there is need for more studies to be conducted in order to examine the relationship between organizational citizenship behaviour and other variables such as organizational commitment. Therefore, as a result of the inconsistency in results, scarce specific studies and recommendations of researchers, this study will be conducted to examine organizational commitment as a factor that predicts organizational citizenship behaviour.

One of the attitudinal variable that is widely studied in the field of organizational behaviour is job satisfaction; this provides insights on different organizational outcomes. One of the important parameters that can be used in evaluating the life satisfaction of an employee, the well-being of an organization and employee turnover is job satisfaction. Based on the discussion above, it can be seen that the role played by job satisfaction in organizational commitment, organizational citizenship behaviour and organizational support is very significant. Thus, there is need for the application of a multi-faceted approach to organizational commitment, organizational citizenship behaviour and organizational support particularly because of the job satisfaction role.

Literature review

Organizational support and organizational citizenship behaviour: Organizational support is described as the perception which the employees have that the organization is concerned about their well-being and appreciates the contributions which they make to the

organization. Thus, there are two meanings to the attitude and perception of employees on how their contributions are valued by the organization as well as the way the organization shows concern about their interest. The first meaning is the employee's belief that their contributions are valued by the organization. Secondly, employees, perception that the organization cares about them and their interests. In general, requirements for recognition, validation and social identity will be met by employees that have high level of organizational support; they bear in mind that they will be recognized by the organization because of their outstanding behaviour and performance.

Justice, leader supportiveness and organizational commitment are factors that strongly determine organizational citizenship behaviour as revealed in a meta-analytic review of 55 studies carried out by Organ and Ryan. In a study conducted by Draves, the relationship between organizational support and Organizational Citizenship Behaviour (OCB) was examined in the context of perceived work control, work locus control, exchange ideology, conscientiousness and equity sensitivity as potential moderators and felt obligation as a potential mediator. The study found that there was a significant relationship between organizational support and feelings of obligation while conscientiousness was found to be significantly related to felt obligation and organizational citizenship behaviour. More so, it was found that the relationship between organizational support and feelings of obligation was moderated by conscientiousness. Lastly, the study also revealed that the greatest determinant of OCB was feelings of obligation which also mediated the relationship between organizational support and OCB completely. Another study which was conducted involving 199 employees working in a large electronics and appliance sale organization in the North-Eastern USA revealed that extra-role performance is a result of organizational support.

Stokes also conducted a study involving operators of call centre organization in the capital of India examined organizational support as a moderating variable in the relationship between organizational stressors and OCB. The findings of the study showed that there is a significant positive relationship between organizational stressors and OCB and the relationship between organizational support and OCB was moderated by organizational support.

Muhammad in his study which was conducted in Kuwait examined the relationship between organizational support and OCB with affective commitment as a mediating variable and found that there is a positive

relationship between organizational support and affective organizational commitment. Findings of the study also indicated that the relationship between organizational support and OCB is mediated by organizational commitment.

In another study carried out by Chan at ZUN UTARA industry, the relationship between organizational support, work engagement and OCB were examined. Findings of the study showed that there is a strong positive relationship between work engagement and OCB while organizational support had a weak and negative relationship OCB. Furthermore, among the two independent variables, work engagement was found to be the most predicting factor of OCB.

Findings of a study conducted by Ahmed and Nawaz using literature survey approach to explore the antecedents and outcomes organizational support found that growth opportunities, co-worker support and supervisor support have significant influence on organizational support. A close look at the outcomes proves that job satisfaction is significantly influenced by organizational support with moderate impact on turnover intentions and organizational citizenship behaviour.

Organizational commitment and organizational citizenship behaviour: In the past decade, the literature of organizational behaviour and organizational psychology has reflected the concept of organizational commitment as a serious subject. In this regard, Meyer noted that there are numerous empirical studies on organizational commitment which cover both outcome and antecedent. The much attention given to the subject of organizational commitment shows that the concept is an important aspect of the psychological conditions of employees because it has been theorized that employees that have high level of organizational commitment tend to exhibit positive workplace behaviours like high level of job performance and organizational citizenship behaviour which in turn benefits the organization.

Organizational commitment is defined as the relative strength the relationship which an individual has with an organization and this can be characterized by a strong belief in and acceptance of the goals and values of the organization, strong desire to remain part of the organization and willingness to play extra roles for the organization (Mowday *et al.*, 1982). The following elements characterise the above given definition: belief in and acceptance of the goals and values of the organization; strong desire to do more for the organization and a desire to remain part of the organization (Mowday *et al.*, 1982). It is obvious that employees who have strong affective commitment for the

organization will be happier to remain in the organization such employees agree with and accept the goals of the organization and tend to continue working for the organization (Mowday *et al.*, 1982). On the other hand, an employee who is not emotionally attached to the organization may want to stop working for the organization. Therefore, organizational commitment especially affective commitment is more than being passively loyal to the organization.

Chan stated that the continuous commitment of employees to an organization can be influenced by factors like status, benefits and monetary/interpersonal rewards. For example, there has been a linkage between organizational commitment and positive employee behaviours like helping behaviours and organizational citizenship behaviour. Findings of a study conducted by Premchandani and Sitlani to examine organizational commitment as a predicting factor for OCB among employees that work in service organizations have provided evidence OCB is significantly affected by normative commitment, followed by affective organizational commitment while continuous commitment had the weakest effect of organizational citizenship behaviour. This serves as evidence that the levels of job satisfaction and organizational commitment of employees have a great impact on the degree to which organizational citizenship exist within an organization.

Huang suggest that OCB among hospital nurses can be increased influencing job satisfaction, ethical climate of organization and organizational commitment. Administrators in hospitals can enhance climate types, satisfaction with co-workers, law and rules climate, affective commitment and normative commitment which can in turn increase the organizational citizenship behaviour of employees while preventing the development of the kind of climate and continuance commitment that can decrease OCB.

Job satisfaction and organizational citizenship behaviour: Armstrong-Stassen and Cameron have described job satisfaction as the characteristics and feelings that individuals have about their work. According to Chiboiwa, job satisfaction is one of the main factors that contribute to the overall excellence of an organization's operations. This implies that job satisfaction can lead to positive attitude towards work and job dissatisfaction can lead to negative attitude towards job.

Despite other definitions of job satisfaction, the most popular one is that given by Locke who defined job satisfaction as a pleasure of positive emotional state that results from the appraisal of one's job experience. This

definition contains both affective (emotional state) and cognitive (an appraisal of one's job) elements describing the extent to which an individual feels negative or positive about their jobs. Similarly, Kangas gave another definition of job satisfaction as the feelings which an individual has about his/her job in general alongside the satisfaction with certain aspects like pay, supervision and opportunity for growth and achievements. In simple words, job satisfaction encompasses the feelings of an individual and certain areas of the job itself such as responsibilities and achievements.

Therefore, it is important for organizations to create a conducive work environment so that, the motivation and job satisfaction of employees can increase. Aziri stated that job satisfaction can range from extreme satisfaction to extreme dissatisfaction. The concept of job satisfaction has been given great attention globally because it is a major factor that influences the productivity and performance of employees. It has been perceived by so many works that there is a direct relationship between job satisfaction and the levels of employee's performance and productivity. Rashid noted that there is a positive relationship between job satisfaction and employee performance. This implies that job dissatisfaction can result into high turnover, decreased productivity, absenteeism and low performance.

Several other researchers have examined the relationship between job satisfaction and OCB. Different results regarding the relationship have been presented by different the researchers. A positive relationship between the two dimensions of OCB (compliance and altruism) and job satisfaction was found by Smith. Also, Lee and Allen found a positive relationship between intrinsic satisfaction and OCBO and not with OCBI. However, no significant relationship has been found between organizational citizenship behaviour by other researchers. For instance, Randall found no relationship between intrinsic job satisfaction and OCBI or OCBO. Organ and Ryan found a strong relationship between job satisfaction and OCB. Findings of a study conducted by Schnake indicated that there is a relationship between only two dimensions of job satisfaction and OCB. This implies that the relationship between job satisfaction and OCB is partial.

A study conducted in Zimbabwe among administrative staff of five organizations by Chiboiwa revealed that there is positive but weak relationship between job satisfaction and OCB. It was found that employees who were given autonomy experienced higher level of job satisfaction. Other studies have also shown that there is a positive relationship between OCB and job satisfaction. For example, a study which was carried out by Mohammad indicated that there is a positive

relationship between intrinsic and extrinsic job satisfaction of employees and organizational citizenship behaviour. This study found that the relationship between intrinsic job satisfaction and OCB is positive, implying that the more positive an employee's feelings towards attaining intrinsic job satisfaction is the more positive his/her attitude towards organizational citizenship behaviour will. Similarly, Swaminathan and Jawahar who examined the relationship between job satisfaction and OCB also found that there is a positive relationship between job satisfaction and OCB. This means that employee job satisfaction has a positive impact on OCB as employees that are more satisfied will be more motivated to display OCB.

The aim of this study is to contribute to the current knowledge of organizational citizenship behaviour in the field of human resource management research.

MATERIALS AND METHODS

Model development: According to Baran, it is important to consider the factors that promote exchange in the relationship between employees and the organization because it gives a sense of support to the employees from the organization. Social exchange theory and reciprocal specification are the base for organizational support studies which makes the employees more accountable and it has an effect on their performance, role of external behaviour and job satisfaction. According to the review of related works, inconsistency of results with regards the effect of organizational support on OCB exists. For example, Miao and Kim revealed that job satisfaction and OCB are significantly affected by organizational support. The impact of organizational support on OCB is moderate according to the meta-analysis for organizational support outcomes. Furthermore, in a study recently conducted by Chan revealed a weak negative relationship between organizational support and OCB. According to Ahmad and Omar, further studies need to be carried out in order to investigate and discover the reasons for low differences in the results of the organizational support as predictor for OCB.

RESULTS AND DISCUSSION

Therefore, to narrow the empirical gap and give a better explanation on OCB, organizational support should be included as a predictor for OCB. Moreover, to answer why variance exists in the results of the relationship between organizational support and OCB, the indirect relationship between OCB and organizational support through job satisfaction as a mediator can be tested. Thompson and Phua revealed that job satisfaction show the level of adjustment between the organization and

individual which is in line with Eisenberger who confirmed that employees will have a higher respond to engage with OCB, if employees feel that their welfare is important to the organization.

Furthermore, Organ and Moorman claimed that OCB can only be predicted by job satisfaction only to the extent that it contains or shows judgments about justice. They have argued that more of respondent's cognitive assessment of work context is measured by job satisfaction than affective mood state.

However, some studies revealed a significant relationship between organizational support, organizational commitment and job satisfaction. Many scholars revealed that a positive relationship exist between OCB and job satisfaction based on social exchange theory. The relationship between exchange variables social support and OCB is mediated by job satisfaction. It was also revealed that job satisfaction as mediator was included and a significant relationship exists between job satisfaction and OCB (Chu *et al.*, 2005).

According to a recent study by Darmanto on the mediating role of jobs satisfaction among organizational culture, organizational commitment and OCB, a significant relationship among organizational commitment, organizational culture and job satisfaction, job satisfaction and OCB. Likewise, job satisfaction mediates the relationship between organizational commitment, organizational culture and OCB. Rauf revealed that few studies have been carried out on the role of satisfaction as a mediator in the OCB relationships; past studies did not examine the mediating effect of job satisfaction as mediator in OCB relationship and work attitudes. In addition, to increase the ability to explain the variances with the existing of job satisfaction as mediator with OCB relationship, the researchers suggested that in order to improve validity, study on the effect of other variables such as involvement, commitment and other important variables can be included in the model. Similarly, it was recommended that other mediating factors such as job satisfaction should be tested, so as to understand the relationship between OCB and organizational support which will improve the knowledge of employees and employers in understanding the relationship.

The effects of organizational commitment and organizational support on the OCB by using job satisfaction as its mediating variable is developed based on the description above. Also, job satisfaction was seen as a mediator of the relationship between some other variables. For example, job satisfaction mediated significantly the relationship between OCB and

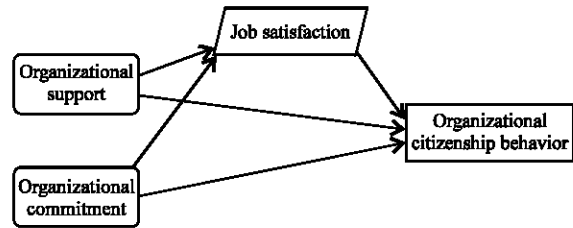


Fig. 1: The mediating role of job satisfaction on organizational support, organizational commitment and OCB

self-efficacy, job characteristics and OCB (Chu *et al.*, 2005). Role clarity and OCB, therefore, this study aims at identifying and bridging the potential gaps that might have a bearing on the current study by examining the existence of job satisfaction as it mediates in OCB relation and work attitudes (Fig. 1).

CONCLUSION

According to literature review in OCB, organizational support and organizational commitment revealed inconsistency of results with regards the effect of organizational commitment on OCB as well as the effect of organizational support on OCB. Existing literature reveals that, organizational commitment and organizational support are important factors that influence OCB. Organizational commitment is a n employee's belief in the goals and values of the organization, a desire to remain a member of the organization and stay faithful to the organization, that is organizational commitment comes from greater employee satisfaction which in turn makes the employee behave like a citizen. Organizational support gives assurance to employees; that is of the organization's willingness to support them and fulfil their socio emotional needs in turn, employees are encouraged to be committed to the growth of the organization. This explains the social exchange theory were by employees are motivated to increase effort to achieve organizational success if they are treated well. However, in the third millennium, changes in the environmental occur very fast. Therefore, organizations are trying to learn and teach their employees organizational behaviour to help them compete in a global environment and adapt to a dynamic environment. Accordingly, it is required of the employees to go beyond job descriptions; roles and responsibility assigned to them. This is because it is believed that if these behaviours are reflected on the performance within the organization, it will lead to change representation within the organization. Because of this reason, employees who go beyond expectations are preferred by

employers. Furthermore, they engage willingly in behaviours that are not necessarily part of their official duties and these behaviours are known as organizational citizenship behaviour.

The relationship between organizational support and OCB has not been given much attention; even though organizational support has a strong impact on OCB than on in-role performance. In the same line, organizational support predicts OCB better compared to other role-required tasks. Past literature revealed that some studies considered this relationship and revealed a positive relationship between OCB and organizational support. Some researchers point out organizational commitment as an important antecedent for OCB and is positively related to OCB in all dimensions. The mediating variable of the effects of organizational commitment and organizational support on the OCB in the proposed model is job satisfaction. Higher organizational support and organizational commitment of a firm will lead to greater job satisfaction which leads to a better OCB of the firm. The firm should support organizational support and organizational commitment to improve job satisfaction, since this support can lead to better job satisfaction. Therefore, managers should generate job satisfaction which ensures firm's competitiveness, since job satisfaction helps to improve OCB.

SUGGESTIONS

Finally, this study contributes to the body of literature on OCB and job satisfaction. This study shows that in predicting the behaviour of citizens, both organizational commitment and organizational support are important variables. Therefore, great importance should be attached to job satisfaction in order to encourage employees to voluntarily and willingly achieve organisational goals even though their official duties and responsibilities are exceeded.

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