

Full Length Research Paper

Evaluation of job satisfaction and organisational citizenship behaviour: Case study of selected organisations in Zimbabwe

Malvern W. Chiboiwa¹, Crispen Chipunza² and Michael O. Samuel^{3*}

¹Durban, South Africa.

²Department of Human Resource Management, Central University of Technology, Bloemfontein, 9300, South Africa.

³Department of Industrial Psychology, Faculty of Management and Commerce, University of Fort Hare, P. Bag X1314, Alice 5700, South Africa.

Accepted 7 February, 2011

The purpose of this paper was to evaluate job satisfaction and Organisational Citizenship Behaviour (OCB) amongst selected organisations in Zimbabwe. The research was aimed at achieving the following objectives: determine job satisfaction levels of employees in the selected organisations; determine the extent to which employees in these organisations engaged in OCB; analyse the correlation between job satisfaction and OCB and recommend job satisfaction measures that can be used by these organisations to enhance OCB. The study adopted the quantitative research design. Questionnaires were administered to 1,202 employees from 5 selected organisations. Employees in the organisations surveyed experienced intrinsic job satisfaction more than extrinsic job satisfaction. Furthermore, employees in these organisations engaged more in altruism than other dimensions of OCB. Substantive correlation between job satisfaction and OCB was also found.

Key words: evaluation; job satisfaction; organisational citizenship behaviour; volatile; economic environment.

INTRODUCTION

It is a well established business reality that organisations in the world over no longer achieve competitive advantage through their products, but rather through people (employees). This reality has therefore place employees as the major differentiating success factor for most organisations. The challenge facing most organisations today has however, remains developing an effective strategy for achieving organisational excellence through employee management. To overcome this challenge, organisations must motivate their employees to engage in activities that will benefit and help in the achievement of predetermined organisational goals. In order to achieve this, it is imperative for managers to set in motion work conditions that will help employees to achieve satisfaction

achieve in their jobs. The two concepts described previously refer to job satisfaction and Organisational Citizenship Behaviour (OCB) respectively. The relationships that exist between these two constructs therefore constitute the basis of this article.

Job satisfaction has been identified as a major requirement for organisations which aim to achieve excellence in their operations. Armstrong (2003) refers to job satisfaction as the attributes and feelings people have about their work. By extension, job satisfaction will mean positive or favourable attitudes towards one's job whilst a negative or unfavourable attitude indicates job dissatisfaction. Baron et al. (2006) posit that only satisfied employees engage in discretionary or pre-social behaviours that is edifying to the effective functioning of the organisation. Job satisfaction therefore, plays an integral role in the achievement of OCB. OCB can thus be defined as a behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in

*Corresponding author. E-mail: msamuel@ufh.ac.za. Tel: 0796677055.

aggregate promotes the effective functioning of an organisation (Farh et al., 2000). It involves employees going an extra mile in the conduct of their duties which is imperative to the achievement of organisational goals.

Achieving organisational success in a volatile economic environment such as we have in Zimbabwe is, without any doubt, a daunting task for managers. Motivating employees to attain job satisfaction and OCB practices therefore, presents serious challenges for organisations that hope to be successful in an economic environment that is characterised by hyper-inflation, international economic sanction, import restriction, foreign exchange difficulties, high interest rates and inability of businesses to access credit facilities. This prevailing economic environment has thus seen many organisations in Zimbabwe struggling to meet the economic needs of their employees and this has negatively impacted on the performance level of employees and impaired their willingness to embark on positive work behaviours beyond the normal requirement.

The Financial Gazette (24 January, 2008) report that organisations in Zimbabwe have been using motivational variables such as salary and other financial benefits, promotion and career development as job satisfaction measures in order to increase the performance level of employees. This strategy, according to the report has been described as inadequate and not commensurate with the dictates of the prevailing economic situation. For organisations to meet business imperatives and be successful they must be able to innovate, successfully implement business strategy and gain competitive advantage (Organ et al., 2005), and this is contingent upon the job satisfaction level and OCB activities of employees. To this end, the fundamental initiating research questions to be addressed by this research article are: have organisations in Zimbabwe succeeded in creating job satisfaction for their employees; and are employees engaging themselves in OCBs?

LITERATURE REVIEW

The prevailing hostile economic environment in Zimbabwe today has made it almost impossible for organisations to make significant progress in their drive towards achieving organisational excellence. Many employees are dissatisfied with their work conditions thus, heightening their propensity to seek employment elsewhere, particularly outside the country. According to a survey conducted by The Zimbabwean Independent (28 January, 2008), 87.50% of the entire workforce will leave their present employment for alternative employment outside the country if given the opportunity. The already high employee turnover rate is being accelerated by the decline in employee welfare packages, high taxation and poor reward system (The Financial Gazette, 24 January,

2008). Employee turnover is costly and destructive to organisational process (Samuel and Chipunza, 2009). Apart from the costs that are directly associated with employee turnover, other indirect costs exist. Bliss (2007), Sutherland (2004) contend that organisations lost productivity, social capital and suffer customer defection when a productive employee quits. This contention is consistent with Robert (1997) who states that not only does labour turnover bring costs to an organisation; it also causes loss of production and efficiency, lack of commitment in the organisation as well as inconsistency in customer service provision.

Evidence from existing literature suggests a positive relationship between labour turnover and job dissatisfaction. Similarly, job dissatisfaction, especially in a depressed and uninspiring economic situation as presently witnessed in Zimbabwe will have negative implications on OCB, a factor which has been identified as critical to organisational success and excellence. Accordingly, Werner (2007) argues that only satisfied employees seem more likely to display positive behaviours that can contribute to the overall functioning of the organisation. For organisations in Zimbabwe to be effective therefore, managers must concern themselves more with the extent to which their workforce experience job satisfaction which has been identified as an antecedent to OCB.

In order to achieve organisational goals, Mockler (2002) observe that employee satisfaction is crucial especially for organisations that want to be innovative, provide good customer care, enhance productivity and reduce high rate of employee turnover. Concurring, Atchison (1999) submits that organisations are spending huge resources on employee satisfaction initiatives in an effort to reduce turnover and improve productivity which will help organisations to succeed. To help us understand the concept of job satisfaction, Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction represents a collection of feelings an individual holds towards his/her job (Anderson, 2001), including all aspects of a particular job, good and bad, positive or negative, which are likely to contribute to the development of feelings of satisfaction or dissatisfaction (Riggio, 2003). Another approach to the definition of job satisfaction is the emphasis on the facets of the job; that is, the extent to which an individual is satisfied with different aspects of the job. This approach defines job satisfaction in terms of the discrepancies between what one expects and what one actually gets in the work environment. For example, Howstone and Stroebe (2001) define job satisfaction as "an effective reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired". This is the extent to which rewards actually meet or exceeds the perceived equitable level of rewards. If an

employee does not find a meeting point between perceived and actual rewards, the thought of quitting (intention to quit) is activated and realised once there is opportunity for alternative employment.

Factors that influence job satisfaction

A number of factors have been identified as having moderating effect on job satisfaction. According to Armstrong (2003) job satisfaction is influenced by both intrinsic and extrinsic motivational factors. These factors are further termed motivational and hygiene factors by Herzberg (1959). Motivational factors are those factors that are internal to the job and they include variables such as the work itself, recognition, responsibility, feedback and growth (Herzberg et al., 1993) while extrinsic/hygiene factors include company policy, supervision, salary, interpersonal relationship and working conditions. The following section will discuss these factors in relation to job satisfaction.

The work itself represents the extent to which the job provides individual with stimulating tasks, opportunities for learning and personal growth, and the opportunity to be responsible and accountable for results (Robbin et al., 2003). This, in effect facilitates the job satisfaction level of an individual employee. A study by Robbins (2005) shows that employees tend to prefer jobs that give them opportunities to use their skills and abilities and which offer a variety of tasks, freedom and feedback on how well they are performing. These work characteristics, Robbins concludes, makes work to be mentally challenging and create feelings of pleasure and satisfaction for employees. Robbins' finding is supported by Syptak et al. (1999) who argued that the work itself is perhaps the most important factor that influence employee motivation and satisfaction. To achieve this level of motivation and satisfaction, Syptak et al. (1999) suggest that managers must show their employees how their (employees) work contributes to the organisation's bottom-line. This, in turn makes work meaningful and interesting thus facilitating employees' job satisfaction.

Employees will be more satisfied and motivated for higher achievement if they have full responsibility for their work. This requires giving employees enough freedom and autonomy in the execution of tasks. As individuals mature in their jobs, Anderson (2001) posits that managers need to provide such individuals with added responsibility in order to improve the job satisfaction content of such employee. It is important for managers to recognise and reward achievements by employees. Locke (1976) found recognition to be one of the most frequently cited element by employees as a cause of satisfaction or dissatisfaction in a work context. Locke's finding is also supported by the arguments of Syptak and his colleagues that acknowledging employees for

handling a particular job well creates feelings of satisfaction. Such recognition can be tangible, intangible or a combination of both and they include promotions, salary increases, and verbal commendation.

Evidence from literature suggests that receipt of support from one's supervisor presents a potential cause of job satisfaction. For example, Robins et al. (2003) declare that the extent to which supervisors support their subordinates technically, emotionally, and socially influences job satisfaction. Furthermore, Bergh and Theron (2001) note that working with supervisors who are friendly and supportive facilitates job satisfaction. They submit that the type of supervisors who facilitates job satisfaction are those who shows interest in employees and offers praise for good performance and listens to employees for opinions and suggestions. The style of leadership adopted by a supervisor, Bergh and Theron (2001) concludes, plays an important role in determining job satisfaction levels in an organisation. Satisfaction could be achieved by working in a conducive environment. This environmental consideration has therefore, present good working condition as an important influence on job satisfaction. The environment in which people work, Sytak et al. (1999) asserts has a profound effect on their level of self-pride and job satisfaction. These work conditions include working with state of the earth and modern equipment, safe, hygienic and comfortable environment. Employees react negatively to unfavourable working environment and could account for withdrawal behaviours such as absenteeism, self-induced sick-leaves and in some cases actual turnover (Punnett et al., 2007). Studies such as Gerber et al. (2003) shows psychological working conditions as a determinant of employee satisfaction.

The debate on whether money (salary) motivates or causes dissatisfaction amongst employees has been on by researchers. For example, Kinnear and Sutherland (2001) advice that employers should not be deceived that money does not matter to employees. Supporting Kinnear and Sutherland, empirical studies, for example, (Samuel and Chipunza, 2009; Tietjen and Myers, 1998) found money to be a motivating factor for employees and serves as a 'scorecard' which enables individuals to assess the value the organisation places on them in comparison to others as a medium of exchange. However, researchers (Amar, 2004; Hays, 1999; Karp et al., 1999) variously argued that money has not remained as a good a motivator as it was in the past. Harris (2010) citing Sandra Burmeister affirms that remuneration is important and a big factor in job satisfaction, it is far from employees' concern. According to Burmeister, "people who believe they have a successful career do not place money at the top of their list of priorities". On the whole, Groot and Brink (1999) found that factors that determine overall job satisfaction, in order of importance include the work itself, satisfaction with co-employees, satisfaction

with supervisor, and satisfaction with early retirement (job security and pension). These are combination of intrinsic and extrinsic motivation variables. In a related study, Goldfarb Consultants (Samuel and Chipunza, 2009) lists the top five most important job satisfaction factors to be those that have more to do with interpersonal relationships, atmosphere in the organisation and a sense of personal achievement (that is, personal growth opportunities and level and range of responsibility). In their own research findings, the Society of Human Resource Management (SHRM) (Wan, 2007) report the following factors as top most in attaining job satisfaction – compensation/pay, benefits, job security, flexibility to balance life and work issues, and feeling safe in the work environment. Empirical evidence provided by various authors cited previously thus, suggests that both intrinsic and extrinsic motivational variables provide important influences on job satisfaction.

Organisational citizenship behaviour and its dimensions

Over the years the concept of OCB has generated considerable amount of scholarly attention. This widespread interest in OCB primarily stems from the fact that OCB leads to improved organisational effectiveness (Podsakoff et al., 1996). To drive home the importance of OCB to the achievement of organisational effectiveness, Wyss (2006) postulates that an organisation which depends solely on its blueprints of prescribed behaviours are a very fragile social system. Again, Wyss asserts that “one of the essential behaviours for a functioning organisation is innovative and spontaneous activity that goes beyond role prescriptions. Researchers have theorised that the effectiveness of organisations is likely to be enhanced when employees go above and beyond the call of duty to aid fellow workers in order to achieve organisational goals (Organ, 1988) and such behaviour has become critical in today’s corporate world. In order to put this behaviour in perspective, Organ in Singh (2007) defines OCB as behaviour that is discretionary, not directly or explicitly recognised by a formal reward system and that in aggregate promotes the effective functioning of an organisation. The term ‘discretionary’ as used by Singh in this definition suggest that the behaviour is not an enforceable requirement of the role or the job prescription that is clearly specified in an employee’s employment contract with the organisation. The behaviour is rather a product of a personal decision by the employee such that its omission is not generally understood as punishable. Pro-social ethical behaviours such as helping new employees to understand the internal workings of the organisation, assisting co-workers complete their jobs, attending meetings and volunteering to do things in excess of job prescriptions are some of the

behaviours that can be associated with OCB (Schnake, 1991).

Organisational citizenship behaviour consists of a wide range of behaviours which have been termed ‘dimensions of OCB’ and these include altruism, civic virtue, conscientiousness, courtesy and sportsmanship (Moorman, 1993). Altruism has been defined to consist of all the discretionary behaviours that have the effect of helping a specific other person with an organisationally relevant task or problem (Organ, 1997; Werner, 2007). These behaviours are directed at voluntarily helping fellow employees with work related problem like finding information that is work related, assisting fellow workers in completing their work and putting a new employee through with using new equipment. When an organisation organise a social or professional event, participation in, and attendance by organisational members is very important. This gesture demonstrates the level of cohesion in the organisation and portrays the entire organisation as one entity in the estimation of the general public. This action, Allison et al. (2001) explain, is the civic virtue dimension of OCB. In general, this OCB dimension involves protecting the organisation’s best interests such as participation in organisation policy making, attending optional meetings and attending company sponsored events.

Conscientiousness is another discretionary behaviour by an employee that goes above and beyond the minimal requirement of the organisation (Tayyab, 2005). Operating beyond the minimum behaviour level stipulated by the organisation will go a long way in enhancing organisational effectiveness and increase productivity. An employee who arrives early at work and leaves late, avoiding unnecessary breaks or observing short lunch period, making constructive suggestions and completing tasks before they are due will certainly add to organisational effectiveness and help the organisation in achieving its goals. Such behaviours, Tayyab observes, represent conscientiousness dimension of OCB. Werner (2007) also describes courtesy as another discretionary act of thoughtfulness and considerate behaviour that prevents work related problems for others. Notifying the employer if an employee would be reporting late for work or notifying colleagues before doing things that will affect their jobs or informing co-workers of delay in work progress, especially in interrelated work schedule where one employee’s output will mean another’s input will all constitute courtesy behaviour. This behaviour allows for effective work coordination and planning which are essential in achieving predetermined organisational goals. Lastly, sportsmanship involves the willingness to tolerate the inevitable inconveniences and impositions that are inherent in the workplace without complaining (Allison et al., 2001). There are workplace circumstances which compel employees to work under sub-standard working conditions that are not injurious and using

obsolete equipment to complete a project or having a deadline brought forward. All these workplace inadequacies are tolerated by employees in the spirit of sportsmanship and this is crucial for the effective running of an organisation.

Importance of OCB to organisations

All the dimensions of OCB explained previously combined to have a compelling benefit to organisations as this behaviour has been described as important for the growth, success, effectiveness and productivity of any organisation (Murphy et al., 2002). A new hire is brought up to speed when an experienced employee assist him/her to learn about the activities in the organisation thereby increasing productivity through efficiency (Organ et al., 2005). Similarly, Borman and Motowildo (1997) observe that supervisors spend more time on other productive activities when subordinates help one another in work related problems. Managers can devote their time to strategic planning, improving business processes and securing valuable resources for production. This argument is supported by Organ et al. (2005) that employees who are conscientious free up their manager's time because the manager can delegate more responsibilities to them since such workers require less supervision.

Organisation's performance can be improved through OCB when less organisational resources are devoted to maintenance functions and coordinating work group activities. A national by-product of courtesy and sportsmanship (Organ, 1997) is the enhancement of team spirit, morale and cohesiveness thus reducing the need for group members or managers to spend energy and time on group maintenance functions. When employees embark on civic virtue, they tend to understand each other better, and this smoothen interpersonal relationships with less work related problems while sportsmanship behaviour reduces inter-group conflict and diminishes the need to spend time on conflict resolution between workers and manager on issues relating to working conditions. Organ et al. (2005) further contend that coordination of activities among group members and between work groups may also improve when employees voluntarily attend and actively participate in work unit meetings or collaborate with members of their team or members of other groups to avoid creating work related problem for other workers.

Attraction and retention of talent is one of the most important HR function in any organisation and this function has posed a big challenge to HR practitioners because of the relative scarcity of this category of job candidates. Research has therefore established a link between employee attraction and retention to OCB. George and Batternhausen (1990) posit that many of the best employees and job candidates enjoy working in a

positive environment with a closely knit group of workers. When employees endorses and promote the organisation positively to the outside world, the organisation's public image and corporate reputation becomes a pull factor for job candidates and position the organisation as employer of first choice. Exhibiting the spirit of sportsmanship by employees shows that the interest of the organisation overrides individual employee or group interest thus reinforcing their level of loyalty and commitment to the organisation (Organ et al., 2005).

Today's business environment is dynamic and characterised by constant changes. OCB can assist an organisation to adapt to this constantly changing business environment by volunteering information about the market which the organisation could use in appropriately responding to these market changes (Organ et al., 2005). General business information and market trends can be discussed by employees in meetings and within professional associations. Information acquired in these fora can assist the organisation in strategic planning and keeping in touch with the outside business world. It is the contention of Bergun (2005) that OCB maximises the efficiency and productivity of both subordinates and the organisation. At subordinate level, Podsakoff et al. (1997) explain that OCB helps new employees become productive faster and helps to spread 'best practices' in organisations. At organisational level, Cooper and Barling (2008) point out that organisational research has shown that OCB is significantly related to customer service quality and sales performance as well as performance quality and quantity.

The relationship between job satisfaction and organisational citizenship behaviour

The general assumption in explaining the relationship that exist between job satisfaction and OCB is rooted in the believe that it is only highly satisfied employees that are likely to engage in OCB because of a reciprocal exchange relationship (Gadot and Cohen, 2004). This assumption perhaps is derived from the social exchange theory which proposes that the type of behaviour (positive or negative) exhibited by an employee is a response to the treatment they received from their employers (Greenberg and Scott, 1996). Greenberg and Scott further posit that a strong social exchange relationship between employer and employee will help maintain positive working relationships and would elicit positive sentiments in employees such as job satisfaction, organisational commitment and trust, which will in turn inspire employees to engage in OCB. This assumption has inspired several researchers to carry out studies to empirically determine the extent to which job satisfaction is related to OCB.

Empirical studies carried out by various researchers to

establish the relationship between job satisfaction and OCB have produced inconsistent results. While majority of the studies showed strong correlation between job satisfaction and OCB, some showed no correlation at all and yet others showed correlation in the presence of a mediating variable. For example, Organ and Konovsky (1989) suggest that job satisfaction is the strongest measure that correlates to OCB. It has been found in 15 independent studies that a significant relationship exists between job satisfaction and OCB (Organ and Lingl, 1995). In their study of a sample of university employees, Bateman and Organ (1983) also detected a substantive relationship between job satisfaction and OCB. Smith et al. in Adams (2001) found that job satisfaction is correlated 0.31 with altruism, but not directly correlated to generalized compliance in either large or small organizations. Schnake, Cochran and Dumler (1995) conducts a study of a small manufacturing firm, which found that job satisfaction explained the variance in only two of the five OCB dimensions. On the other hand, Hodson (1998) argues that pride in task completion is more related to OCB than job satisfaction. In addition, job involvement, followed by affective commitment, organizational trust, and perceived needs were more correlated with OCB than job satisfaction (Munene, 1995). In contrast to previous studies, Adam (2000) argues that job satisfaction is not related to OCB; and Farh et al. (1997) maintain that their findings do not show that satisfaction accounts for unique variance either in altruism or the compliance dimensions of OCB. Even so, some researchers are sceptical of the relationship between these two variables and consider such a relationship spurious. Instead, they believe that any divergences may be due to the nature of job satisfaction measures, which include perceptions of fairness. Thus, Organ (1998) claims that when job satisfaction and perceptions of fairness are measured together, the latter explains an increase in variance in OCB. Scholl, Cooper and McKenna (1987) found that pay equity correlated at 0.41 with OCB, while the correlation of pay satisfaction was 0.19. Research therefore suggests that fairness is a predictor of OCB, while job satisfaction is not (Farh et al., 1997). Moorman (1991) found that job satisfaction is not related to OCB, while procedural justice measures relate to four out of five OCB dimensions. In a further study, Moorman (1993) also found that when the relationship between justice and OCB is controlled, job satisfaction no longer relates to OCB. Furthermore, when perceptions of overall fairness are controlled, job satisfaction relates to only two out of five OCB dimensions (Tansky, 1993).

Thus, we can conclude that the relationship between job satisfaction and OCB depends on the nature of the job satisfaction measure. The literature in this area suggests that cognitive or affective satisfaction measures differ in their relative effect on OCB. Williams and Anderson (1991) argue that the cognitive satisfaction

measure was related to two types of OCB, while the affective satisfaction measure was not related to OCB. Moorman (1993) goes even further and claims that cognitive satisfaction explains more variance in four of five dimensions than affective satisfaction in organizational settings. Organ and Konovsky (1989) also found that cognitive satisfaction predicts two forms of OCBs, while affective satisfaction is not significant. Others are not so quick to dismiss the influence of affective measures upon behaviour, however, claiming that cognitive measures of job satisfaction explain more variance in OCB than affective measures of job satisfaction without dismissing the latter completely (Watson and Tellegen, 1985).

Measures

Two questionnaires were designed to collect information on job satisfaction and OCB, respectively. The Minnesota satisfaction questionnaire (MSQ) was adapted to measure items on job satisfaction while OCB dimensions were measured using measuring scale developed by Konovsky and Organ (1996). The measuring instruments have been found to have high reliability co-efficient. For example, Chan, Berven and Thomas (2004) found the MSQ to have an internal median consistency reliability of 0.86 and a median retest reliability of 0.83. Similarly, Van Emmeriki et al., (2005) established a Cronbach alpha value of 0.79 for the OCB measuring instrument developed by Konovsky and Organ (1996).

METHODS

Questionnaires were administered to 1,202 employees who were randomly drawn from the study population using the probability sampling procedure. Respondents were divided according to their departments to ensure adequate representation (Table 1).

RESULTS

Table 1 presents the results of the Pearson Product Moment correlation matrix indicating the correlation between job satisfaction and OCB. The results showed a relatively weak but positive significant correlation between extrinsic job satisfaction and a dimension of OCB (sportsmanship) at $r = 0.171$ with a p value of $p < 0.05$. It was also found that intrinsic job satisfaction had a relatively weak but positive significant relationship with overall OCB at $r = 0.298$ with a p value of $p < 0.05$. The following relationships were found between intrinsic job satisfaction and some dimensions of OCB: altruism ($r = 0.224$, $p < 0.05$), civic virtue ($r = 0.222$, $p < 0.05$), courtesy ($r = 0.17$, $p < 0.05$) and sportsmanship ($r = 0.151$, $p < 0.05$) all suggesting significant but relatively weak positive

Table 1. The Pearson product moment correlation matrix between job satisfaction and OCB.

	Extrinsic job satisfaction	Intrinsic job satisfaction	Overall job satisfaction	Altruism	Civic virtue	Conscientiousness	Courtesy	Sportsmanship	Overall OCB
Extrinsic job satisfaction	1	0.58551* <.0001	0.89491* <.0001	-0.03242 0.6469	0.07633 0.2803	-0.03754 0.5958	-0.02832 0.6891	0.17148* 0.0147	0.05853 0.408
Intrinsic job satisfaction	0.58551* <.0001	1	0.88569* <.0001	0.22467* 0.0013	0.2216* 0.0015	0.09119 0.1968	0.17666* 0.0119	0.15167* 0.0312	0.29817* <.0001
Overall job satisfaction	0.89491* <.0001	0.88569* <.0001	1	0.1056 0.1347	0.16519* 0.0188	0.02981 0.6737	0.08239 0.2437	0.18196* 0.0095	0.19853* 0.0046
Altruism	-0.03242 0.6469	0.22467* 0.0013	0.1056 0.1347	1	0.20159* 0.004	0.28707* <.0001	0.1446* 0.04	0.16065* 0.0224	0.59852* <.0001
Civic virtue	0.07633 0.2803	0.2216* 0.0015	0.16519* 0.0188	0.20159* 0.004	1	0.26122* 0.0002	0.14797* 0.0356	0.08529 0.2275	0.59616* <.0001
Conscientiousness	-0.03754 0.5958	0.09119 0.1968	0.02981 0.6737	0.28707* <.0001	0.26122* 0.0002	1	0.22697* 0.0012	0.21563* 0.0021	0.64604* <.0001
Courtesy	-0.02832 0.6891	0.17666* 0.0119	0.08239 0.2437	0.1446* 0.04	0.14797* 0.0356	0.22697* 0.0012	1	0.12334 0.0803	0.55893* <.0001
Sportsmanship	0.17148* 0.0147	0.15167* 0.0312	0.18196* 0.0095	0.16065* 0.0224	0.08529 0.2275	0.21563* 0.0021	0.12334 0.0803	1	0.54756* <.0001
Overall OCB	0.05853 0.408	0.29817* <.0001	0.19853* 0.0046	0.59852* <.0001	0.59616* <.0001	0.64604* <.0001	0.55893* <.0001	0.54756* <.0001	1

*Correlation is significant at 0.05

correlations.

Overall job satisfaction was found to be positively correlated with the overall OCB with $r = 0.198$, $p < 0.05$ suggesting a weak but significant

relationship.

The overall job satisfaction also had a positive but weak relationship with civic virtue at $r = 0.165$, $p < 0.05$ and with sportsmanship at $r = 0.181$, $p < 0.05$.

DISCUSSIONS

The results of this study extended those of the previous studies, for example, (Bateman and

Organ, 1983; Murphy et al., 2002) by identifying a positive (although, weak) relationship between overall job satisfaction and the overall OCB ($r = 0.198$, $p < 0.05$).

The results also support the only hypothesis of the study which states that job satisfaction will significantly impact positively on OCB. This suggests that, as job satisfaction increases so will OCB increases. The weak but significant positive correlation found between overall job satisfaction and overall OCB in the present study could be attributed to low extrinsic levels of job satisfaction which also correlates with only one dimension of OCB, that is, sportsmanship at $r = 0.17$, $p < 0.05$. This result could also be explained within the context of the social exchange theory. The theory postulates that employees exhibit positive or negative behaviours as a response to the treatment they receive from the organisation. The main thrust of this theory is the norm of reciprocity between the employer and the employee. This reciprocity tendency was not exhibited by management of the organisations surveyed for this research by not providing job satisfaction especially the extrinsic factors thus resulting in the moderate level of OCB activities in these organisations. Apart from aligning the results of the study with the explanation of the social exchange theory, the results of this study were also consistent with various dimensions of OCB found in other studies. For example, Moorman (1993) found that when the relationship between justice and OCB was controlled, job satisfaction does not relate to OCB. Again, when perceptions of overall fairness were controlled, job satisfaction relates to only two, out of the five dimensions of OCB. In their study, Foote and Li-Ping Tang (2008) found that the relationship between job satisfaction and OCB was moderated by team commitment, to such an extent that the relationship was stronger when team commitment was high. The result of this study does not support a relationship between extrinsic job satisfaction and conscientiousness, intrinsic job satisfaction and overall job satisfaction. Conscientiousness has been defined by Tayyab (2005) as a discretionary behaviour by an employee that goes beyond the minimal requirement of the organisation. The working condition is generally poor with employees inadequately remunerated. Under such conditions, not too many employees will be motivated to work conscientiously and this might perhaps explain the lack of correlation between this dimension of OCB and job satisfaction as found in this study. This explanation will also be sufficient to support the relationship between overall job satisfaction and other dimensions of OCB. The research found that overall job satisfaction correlates only with civic virtue and sportsmanship without a corresponding relationship with altruism. This result is supported by Farh et al. (1997) that satisfaction accounts for unique variance either in altruism or the compliance dimensions of OCB. Although, the present study confirmed the findings of previous studies, it is important

to state that while the other studies were conducted in stable economies in Europe and America, this study was conducted in an unstable and very volatile economic environment (Zimbabwe) thus suggesting the universality of the concepts under investigation – job satisfaction and OCB.

REFERENCES

- Adam AG (2000). Antecedents of Organisational Citizenship Behaviour: A Study of Public Personnel in Kuwait. *Pers. Manage.* Available at www.entrepreneur.com.
- Allison BJ, Voss RS, Dryer D (2001). Student classroom and career success: the role of organisational citizenship behaviour. *J. Educ. Bus.*, 76(5):282-289.
- Amar AD (2004). Motivating knowledge workers to innovate: a model integrating motivation dynamics and antecedents. *Eur. J. Innov. Manage.*, 7(2):89-101.
- Anderson N (2001). *Org. Psych.* London: Sage Publishers.
- Armstrong M (2003). *Hum. Resour. Prac.* London: Kogan Page
- Atchison T (1999). The Myths of Employee Satisfaction. *Health. Exec.*, 14 (2):18- 23.
- Baron RA, Bryne D, Nylér R, Branscombe D (2006). *Social Psychology.* London: Allyn and Beacon.
- Bateman TS, Organ DW (1983). Job satisfaction and the good soldier: the relationship between affect and employee citizenship. *Acad. Manag. J.*, 26: 587-95.
- Bergh ZC, Theron, AL (2001). *Psychology in the Work Context.* Cape Town: Oxford University Press Southern Africa.
- Bergun N (2005). The Relationship between Social Power and Organisational Citizenship Behaviour: The Mediation Role of Procedural Justice, Organisational Commitment and Job Satisfaction in a context of private commercial bank in Bangladesh, *J. Psychol.*, 72: 456-584.
- Bliss WG (2007). Cost of employee turnover. Available at www.isquare.com/turnover. Accessed, 28 June, 2007.
- Borman WC, Motowildo SJ (1997). Task performance and contextual performance: the meaning of personnel selection research. *Hum. Perf.*, 10: 99-109.
- Chan F, Berven, NL, Thomas KR (2004). *Counselling theories and techniques for rehabilitation health professionals.* New York: Springer Publishing Company.
- Cooper CL, Barling J (2008). *The SAGE handbook of organizational behavior.* Sage Publications Ltd.
- Farh J, Zhong C, Organ DW (2004). Organisational Citizenship Behaviour in the Peoples' Republic of China. *Org. Sci.*, 15(2): 241-253.
- Farh J, Earley P, Lin S (1997). Impetus for action: A cultural analysis of justice and organisational citizenship behaviour in Chinese society. *Adm. Sci. Q.*, 42: 421-444.
- Foote, DA, Li-Ping Tang T (2008). Job Satisfaction and Organisational Citizenship Behaviour. *J. Manag. Decis.*, 46: 933-947.
- Gadot, EV, Cohen A (2004). *Citizenship and management in public administration: integrating behavioural.* London: Edward Elgar Publishers.
- Gerber PD, Nel PS, Van Dyke PS, Haasbroak GD, Schultz HB, Sono T, Werner A (2003). *Human Resource Management.* Cape Town: Oxford University Press Southern Africa.
- George JM, Bettenhausen K (1990). Understanding pro-social behaviour, sales performance, and turnover: A group-level analysis in a service context. *J. Appl. Psychol.*, 75: 698-709.
- Greenberg J, Scott KS (1996). Why do employees bite the hands that feed them? Employee theft as a social exchange process. In: Staw BM and Cummings LL. (Eds). *Res. Organ. Behav.*, 18: 111-66.
- Groot W, Brink HM (1999). Job satisfaction of older workers. *Int. J. Manuf.*, 20: 343-360.
- Harris M (2010). There are three, money-free, steps to a happy and

- fulfilling career. *Sunday Times*, 25th April.
- Hays S (1999). Generation X and Y and the art of reward. *Workforce*, 78, 44-48.
- Herzberg F, Mausner B, Synderman BB (1993). *The motivation to work*. New Jersey: Transaction Publishers. Hewstone R and Stroebe B (2001) *Social Psychology*. Victoria: Blackwell Publishing House.
- Hodson R (1998). Pride in Task Completion and Organizational Citizenship Behavior: Evidence from the Ethnographic Literature. *Work Stress*, 12: 307-321.
- Hewstone R, Stroebe B (2001). *Social Psychology*. Victoria: Blackwell Publishing House.
- Karp H, Sirias D, Arnold K (1999). Teams: why generations X & Y mark the spot. *J. Qual. Particip.*, 22: 30-33.
- Kinnear L, Sutherland M (2001). Money is fine, but what is the bottom – line? *J. South Afr. Inst. People Manag.*, 19: 15-18.
- Konovsky MA, Organ DW (1996). Dispositional and contextual determinants of organizational citizenship behavior. *J. Organ. Behav.* 17: 253-266.
- Mockler R (2002). *Multinational Strategic management: an Entrepreneurial Context*. London: Howarth Press Inc.
- Moorman RH (1993). The influence of cognitive and affective-based job satisfaction measures on the relationship between satisfaction and organisational citizenship behaviour. *Hum. Relat.*, 46: 759-76.
- Murphy G, Athanasau J, Neville K (2002). Job Satisfisfaction and Organisational Citizenship Behaviour. *J. Manag. Psychol.* 17: 287-297.
- Munene JC (1995). Not-on-seat: An Investigation of Some Correlates of Organizational Citizenship Behavior in Nigeria. *Appl. Psychol.: Int. Rev.*, 44: 111-122.
- Organ DW, Podsakoff MP, McKenzie SB (2005). *Organisational Citizenship Behaviour: Its Nature, Antecedents and Consequences*. London: Sage Publications.
- Organ DW (1988). *Organisational Citizenship Behavior, the Good Soldier Syndrome*. Toronto: Lexington Books.
- Organ DW (1997). Organisational citizenship behavior: It's construct clean-up time. *Hum. Perform.*, 10: 85-101.
- Organ DW, Lingl A (1995). Personality, satisfaction, and organisational citizenship behaviour. *J. Organ. Psychol.*, 135: 339-350.
- Organ DW, Konovsky M (1989). Cognitive versus affective determinants of organisational citizenship behaviour. *J. Appl. Psych.*, 74: 157-64.
- Podsakoff PM, MacKenzie SB, Bommer WH (1997). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviours. *J. Manage.*, 22:259-98.
- Punnett BJ, Greenidge D, Ramsey J (2007). Job Attitudes and Absenteeism. *J. World Bus.*, 42: 214-227.
- Riggio RE (2003). *Introduction to Industrial/Organisational Psychology*. New Jersey: Pearson Education.
- Robert L.(1997) *.Human Resource Management*. London: West Publishing Company.
- Robbins SP (2005). *Essentials of Organisational Behaviour*. New Jersey: Pearson.
- Robbins SP, Odendaal A, Roodt G (2003). *Organisational Behavior*. South Africa: Pearson Education.
- Samuel MO, Chipunza C (2009). Employee retention and turnover: using motivational variables as a panacea. *Afr. J. Bus. Manag.*, 3: 410-415.
- Schnake M, Cochran D, Dumler M (1995). Encouraging Organizational Citizenship: The Effects of Job Satisfaction, Perceived Equity and Leadership. *J. Manage. Issues*, 7:1-209
- Schnake M (1991). Organisational citizenship: A review, proposed model, and research agenda. *Hum. Relat.*, 44:735-59.
- Scholl RW, Cooper EA, McKenna JF (1987). Referent selection in determining equity perceptions: Differential effects on behavioural and attitudinal outcomes. *Pers. Psychol.* 40: 113-12.
- Sutherland MM (2004). Factors affecting the retention of knowledge workers. Unpublished D.Com. Thesis. Johannesburg: University of Johannesburg.
- Syptak MJ, Marsland DW, Ulmer D (1999). Job satisfaction: Putting theory into practice. *Family Pract. Manag.*, 6(9): 26-30.
- Singh SK (2007). Role of emotional intelligence in organisational learning: an empirical study. *Singapore Manage. Rev.*, 29: 55-74.
- Tansky JW (1993). Justice and Organizational Citizenship Behavior: What is the Relationship? *Employees Responsibilities. Right. J.*, 6: 195-207.
- Tayyab R (2005). *Organisational Citizenship Behaviour: Validating Factorial Structure and Invariance among Employees*. *J. Ind. Acad. Appl. Psychol.*, 31: 49-64.
- Tietjen A, Myers RM (1998). Motivation and job satisfaction. *Manag. Dec.* 36:229-231.
- The Financial Gazette. (2008). Zimbabwe National Employee Satisfaction Survey Report. Available at www.thefinancialgazette.co.zw. Accessed 29 March, 2008
- The Zimbabwean Independent (2008). Available at www.thezimbabweanindependent.com. Accessed, 4 April, 2008.
- Van Emmeriki IJH, Jawahar, IM, Stone TH (2005). Associations among altruism, burnout dimensions, and organizational citizenship behavior. *Work Stress*. 19:93-100.
- Wan HL (2007). Human capital development policies: enhancing employees' satisfaction. *J. Eur. Ind. Train.*, 31:297-319.
- Watson D, Tellegen A (1985). Toward a Consensual Structure of Mood. *Psychol. Bull.*, 98: 219-235.
- Werner A (2007). *Organisational Behaviour: A Contemporary South African Perspective*. Pretoria: Van Schaik Publishers.
- Wyss N (2006). Shaping success: Organisational Citizenship behaviour and its prevalence in athlete versus Non athlete. *Texas State Student Populations. University Honours Program*, 5:10. www.wikipedia.com Accessed March 27, 2008