

Nexus Between Organizational Citizenship Behavior And Job Satisfaction Among Pakistani Teachers: Role Of Psychological Capital As Mediator

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Abstract

The primary objective of this study was to examine the correlation between organisational citizenship behaviour (OCB), job satisfaction (JS), and psychological capital (PC). Moreover, the primary aim of the study was to examine the potential mediating effect of perceived capital on the association between organisational citizenship behaviour and job satisfaction. The information was obtained from 439 teachers employed in private sector universities of higher education in the areas of Khyber Pakhtunkhwa, Sindh, Balochistan, and Punjab. The data analysis was performed using the statistical software programmes SPSS and Amos. The hypotheses and research model were evaluated using correlation and structural equation modelling techniques. The findings indicate a statistically significant positive correlation between OCB, JS, and PC. The empirical data obtained via the use of structural equation modelling supports the proposition that PC acts as a partial mediator in the relationship between OCB and JS.

Keywords: Psychological Capital; Job Satisfaction; Teachers; Organizational Citizenship Behavior; Private Sector Universities; Pakistan.

Introduction

The education sector serves as a cornerstone for societal progress and development, where educators and staff members play a vital role in shaping future generations. Within this dynamic and vital sector, the relationships between organizational behavior and employee well-being are of paramount importance. OCB and JS are two key constructs that significantly influence the effectiveness and vibrancy of educational institutions. OCB, a concept first introduced by Organ (1988), encompasses discretionary actions

demonstrated by personnel that surpass their official work obligations while adding favourable to the organisation. These behaviors may include assisting colleagues, volunteering for extra duties, and actively engaging in problem-solving. On the other hand, JS reflects an employee's overall contentment with their work and the work environment (Spector, 1997).

While the connections between OCB and JS have been explored in various organizational contexts, there is a paucity of research specific to the

education sector. Educational institutions face unique challenges related to student success, faculty-student interactions, and staff morale. Understanding the interplay between OCB and JS in the education sector is crucial for enhancing both the work experiences of educators and the quality of education delivered to students. This research aims to address the aforementioned gap in the literature by investigating the mediating role of PC in the relationship between OCB and JS within the education sector. The primary objectives of this study are:

- To examine the relationship between OCB and JS among TPSUP (Teachers of Private Sector Universities of Pakistan).
- To examine the relationship between OCB and PC among TPSUP.
- To examine the relationship between PC and JS among TPSUP.
- To explore the mediating role of PC in the OCB-JS relationship among TPSUP.

This research holds substantial significance for both the education sector and the broader field of organizational psychology. Understanding the dynamics between OCB, PC, and JS within educational institutions can inform strategic initiatives aimed at improving the work experiences of educators, fostering a positive work environment, and ultimately enhancing the quality of education provided to students. As the education sector faces evolving challenges, including those arising from technological advancements and changing student demographics, insights from this study can guide educational leaders, administrators, and policymakers in developing strategies to nurture a motivated and satisfied workforce, contributing to the sector's continued growth and success.

According to Bateman and Organ (1983), OCB refers to the "Individuals' behavior that is discretionary, not directly or explicitly

recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization." The concept of OCB has emerged as a significant and influential concept in the area of Management Sciences and Psychology. It has gained substantial attention and is increasingly being included into organisational behaviour literature (Bateman & Organ, 1983). The initiation of OCB as a path of investigation occurred in the early 1980s. It pertains to discretionary human actions that are not immediately or explicitly recognised within the formal compensation system, but collectively enhance the effectiveness and achievement of the organisation (P. Organ & Podsakoff). These activities are not explicitly designated as mandatory requirements within the job description, but rather as discretionary choices available to the worker. In the event that a worker fails to exhibit OCB, it is important to note that they are not legally liable for any penalties.

The five-factor framework of OCB was presented by (D. W. Organ, 1988). These factors encompass various aspects of behaviour within an organisational context. Altruism pertains to actions that support colleagues, even in the absence of responsibility or explicit requests for assistance. Conscientiousness involves behaviours such as attending organisational events, adhering to punctuality, maintaining an organised workspace, complying with regulations, and actively participating in initiatives that enhance the organization's reputation. Courtesy encompasses behaviours such as greeting colleagues, monitoring their well-being or project progress, offering assistance when needed, and providing advice to help colleagues prepare for future challenges. Civic virtue relates to employees' engagement and concern for significant organisational matters. Lastly, sportsmanship entails a willingness to endure the inconveniences and

frustrations inherent in organisational life without expressing discontent.

According to Judge and Church (2000), the term JS pertains to positive emotions experienced towards a job, which arise from an assessment of its various attributes such as the nature of the work, managerial approach, interpersonal connections with colleagues, compensation, working conditions, and employment stability. JS is derived from the assessment of various aspects of a job, including but not limited to the level of compensation, the availability of prospects for advancement, the quality of supervision, and the relationships with colleagues (Adams, 1965). JS is a concept that focuses on the emotional well-being of employees (Robbins & Judge, 2012). It pertains to the good and pleasant emotional states that individuals experience as a result of their job-related encounters (Locke & Henne, 1986). The concept of JS can be characterised as an individual's subjective evaluation of their employment, as proposed by Brayfield and Rothe (1951). The experience described might be understood as an effective response to several aspects of a given scenario (Smith, 1969).

Positive psychology focuses on the examination of individuals' strengths, as opposed to their faults and dysfunctions, and explores the ways in which they might experience personal growth and flourishing, rather than simply seeking to remedy or sustain their current state. PC can be conceptualized as an individual's inherent qualities and their potential for positive growth and development (Luthans, Avey, Avolio, Norman, & Combs, 2006). It is distinct from other forms of capital, such as human capital (pertaining to knowledge and skills), social capital (relating to social networks), and financial capital (referring to material possessions) (Luthans, Luthans, & Luthans, 2004). The word "PC" is used to denote an individual's good psychological state characterised by personal

progress. It is distinctly marked by four essential components. Firstly, the concept encompasses the possession of confidence, often referred to as self-efficacy, which empowers people to engage in and allocate the necessary exertion to achieve success in demanding endeavors. Additionally, it is the act of ascribing good attributes or maintaining an optimistic outlook towards present and future achievements. Thirdly, it encompasses the act of persisting towards objectives and, if required, modifying approaches to attain such objectives, sometimes referred to as hope. Finally, personal computer (PC) encompasses the capacity to endure and recover from challenges and hardship, and even exceed prior levels of achievement, a phenomenon often known as resilience. According to (Luthans, Avolio, Avey, & Norman, 2007), PC is a collection of positive and adaptable person traits, as defined by Luthans (2002). This concept is utilised to elucidate the mechanisms through which coaching interventions might exercise their influence. PC is a very effective and concise conceptual framework that facilitates the comprehension of an individual's attitudes and behaviours. Furthermore, according to Luthans (2002), PC is considered a state variable that has the potential to either strengthen or weaken over time and in different settings. This implies that it possesses the benefit of being adaptable to experience and training, rendering it a valuable focal point for intervention endeavors (Luthans, Avey, & Patera, 2008).

Multiple studies have identified a noteworthy correlation between Organisational Citizenship Behaviour (OCB) and job happiness. Notably, Putra and Sudibya (2018) conducted research that demonstrated a positive association between employees' high levels of JS and their engagement in extra-role behaviours. Furthermore, Ngadiman and Ratmawati (2013) assert that JS exerts a noteworthy impact on organisational citizenship behaviour. The impact

of JS on Organisational Citizenship Behaviour has been found to be both positive and significant in previous studies (Musringudin, Akbar, & Karnati, 2017; Purwanto, Purba, Bernarto, & Sijabat, 2021; Zeinabadi, 2010).

According to Williams and Anderson (1991), there exists a positive relationship between JS and organisational citizenship behaviour. In a broad sense, previous empirical research has consistently demonstrated a positive association between organisational citizenship behaviour and JS (Shragay & Tziner, 2011; Subhadrabandhu, 2012). The inability to establish a definitive causal direction between JS and organisational citizenship behaviour in the foreseeable future is attributed to the reciprocal association between these constructs, as demonstrated by previous research (Podsakoff & MacKenzie, 1993). The existence of directional causality is still uncertain, however there is substantial evidence suggesting its presence. It is hypothesized that JS is most likely to be best in organisations where organisational citizenship behaviour is prevalent, as suggested by previous studies (Podsakoff & MacKenzie, 1993).

The literature has shown that there is a favourable relationship between PC and JS (Badran & Youssef-Morgan, 2015; Kaplan & Biçkes, 2013; NGO, 2021). According to Seibert, Wang, and Courtright (2011), individuals who are psychologically empowered are more likely to experience more fulfilment of their intrinsic needs through their work, resulting in higher levels of JS. In addition, a considerable body of research has indicated that there is a positive and significant relationship between employees' discretionary job behaviours, also known as organisational citizenship behaviours, and JS ((Foote & Li-Ping Tang, 2008; Nadiri & Tanova, 2010). Based on the findings of these researches, it is posited that employees' perception of justice and PC may have an indirect impact on their JS

levels, particularly when these individuals demonstrate a high degree of discretionary workplace behaviours. Previous studies conducted by van Emmerik, Jawahar, and Stone (2005) and Cropanzano, Rupp, and Byrne (2003) have demonstrated a significant and adverse impact of emotional tiredness on OCB. Similarly, the study conducted by Gilbert, Laschinger, and Leiter (2010) revealed that emotional weariness plays a key role in mediating the association between empowerment and OCB among healthcare professionals. The relationship between burnout and OCB is mediated by JS. In a study conducted by Chiu and Tsai (2006), it was found that emotional weariness and lower personal accomplishment have a substantial influence on OCB. However, the variable of depersonalization was not found to have a significant impact on OCB. However, (van Emmerik et al., 2005) observed that the negative impact on OCB is only evident when there is a decrease in personal accomplishment among three distinct professional organisations. Lapierre and Hackett (2007) conducted a study examining the correlation between employees' JS and OCB. Their findings suggest that there is a positive association between higher levels of JS and increased engagement in OCB. In a study conducted by Murphy, Athanasou, and King (2002), it was observed that increased JS is associated with a greater likelihood of employees exhibiting favourable behaviour towards the organisation. The above discussion recommends the following hypotheses:

H1: OCB is statistically related to JS among TPSUP.

H2: OCB is statistically related to PC among TPSUP.

H3: PC is statistically related to JS among TPSUP.

H4: The relationship between OCB and JS among TPSUP is mediated by PC.

Research Methodology

Sample and Data Collection

The investigation included participation from a group of 439 TPSUP. In the present investigation, the gender breakdown of the participants was analyzed, and the results showed that 75% of the persons were classed as male, while the remaining 25% were classified as female. According to the findings of the inquiry, a sizeable majority of the respondents, namely 46%, held the position of Lecturer, whilst 33% of the respondents were classified as Assistant Professors. In addition, the findings of the investigation showed that 11% of the people who took part in the sample were classed as Associate Professors, while the remaining 10% were categorised as Professors. The use of a questionnaire, which served as the primary instrument for data gathering and made the collection of replies from respondents more easier, was the primary tool that was used. In order to recruit participants for the research, a method known as convenience sampling was used. As part of a survey, a total of five hundred questionnaires were handed out to members of the faculty who had played an active role in the study. Students and members of the teaching profession worked together to make the dissemination of the questionnaire easier. This was made possible by the joint efforts of both groups. After collecting a total of 439 questionnaires from the participants, we used their responses to do the necessary statistical analysis of the findings.

Measurement

Job Satisfaction

The Minnesota Satisfaction Questionnaire, which was developed by Lawler, Cammann, Nadler, and Jenkins (1979), was employed as a tool for assessing several facets of JS as well as overall JS. This study focused only on three characteristics of JS due to their significant relevance for investigation. The dimensions under consideration are satisfaction with remuneration, job security, and opportunities for career advancement. Five items were used to measure each dimension. Instances of contentment with salary can be observed through statements such as “On my present job, this is how I feel about the amount of pay for the work I do”, and “on my present job, this is how I feel about the chance to make as much money as my friends”. Instances of contentment with job security can be observed through statements such as “on my present job, this is how I feel about my job security” and “On my present job, this is how I feel about the way my job provides for a secure future”. Instances of contentment with promotion opportunities can be observed through statements such as “On my present job, this is how I feel about the chances of getting ahead on this job” and “On my present job, this is how I feel about the way promotions are given out on this job”. In order to obtain replies on a questionnaire, a Likert scale consisting of five points ranging from "1: strongly disagree" to "5: strongly agree" was employed.

Table 1: Reliability Salary, Security and Promotion Dimensions of JS

	Cronbach's Alfa
Satisfaction with Pay	.85
Satisfaction with Security	.93
Satisfaction with Promotion	.91

Psychological Capital

The PC questionnaire, which was established by Luthans et al. (2006), was employed as a tool for assessing several facets of PC as well as overall PC. PC encompasses 4 dimensions which are “Hope, Resiliency, Optimism, and Efficacy”. Each facet of PC comprises 6 items. Instances of Hope can be observed through statements such as "Right now I see myself as being quite successful at work," and "If I should find myself in a jam at work, I could think of several methods to get out of it". Instances of Resiliency can be observed through statements such as "I typically take tough things at work in stride" and "When I experience

a setback at work, I have trouble rebounding from it, moving on." Instances of Efficacy can be observed through statements such as "I feel confident representing my work area in meetings with management," and "I feel confident helping to create targets/goals in my work area". Instances of Optimism can be observed through statements such as "If something can go wrong at work, it will," and "I always see the bright side of things about my employment." In this investigation, a 6-point Likert scale was utilised to measure PC.

Table 2: Reliability of “Hope, Resiliency, Optimism and Efficacy” Dimensions of PC

	Cronbach’s Alfa
Hope	.90
Resiliency	.85
Efficacy	.87
Optimism	.81

Organizational Citizenship Behavior Questionnaire

The investigators employed a survey instrument to assess OCB, which was adapted from the seminal study conducted by Podsakoff, MacKenzie, Moorman, and Fetter (1990). The questionnaire was utilised to evaluate both the individual dimension of OCB and to offer an overall assessment of OCB. The current study evaluates several aspects of individual behaviour, encompassing “Altruism, Civic virtue, Conscientiousness, Sportsmanship, and Courtesy”. The construct of OCB has four distinct items for each component. Examples of Altruism encompass actions such as “Helps others who have heavy workloads” and “Helps others who have been absent”. Illustrations of

courtesy include acts such as “Consults with me or other individuals who might be affected by his/her actions or decisions” and “Does not abuse the rights of others”. Examples of Sportsmanship encompass actions such as “Consumes a lot of time complaining about trivial matters” and “Tends to make “mountains out of molehills”. Examples of Civic Virtue encompass actions such as “Keeps abreast of changes in the organization” and “Attends functions that are not required, but that help the company Image”. Examples of Conscientiousness encompass actions such as “Is always punctual” and “Does not take extra breaks”. In order to obtain replies on a questionnaire, a Likert scale consisting of seven points ranging from "1: strongly disagree" to "7: strongly agree" was employed.

Table 3: Reliability of Facets of PC

	Cronbach’s Alfa
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Altruism	.87
Sportsmanship	.89
civic virtue	.80
Courtesy	.84
Conscientiousness	.81

Results

Table 4: Correlation among OCB, PC and JS

	OCB	PC	JS
OCB	1	.396**	.322**
PC	.396**	1	.350**
JS	.322**	.350**	1

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

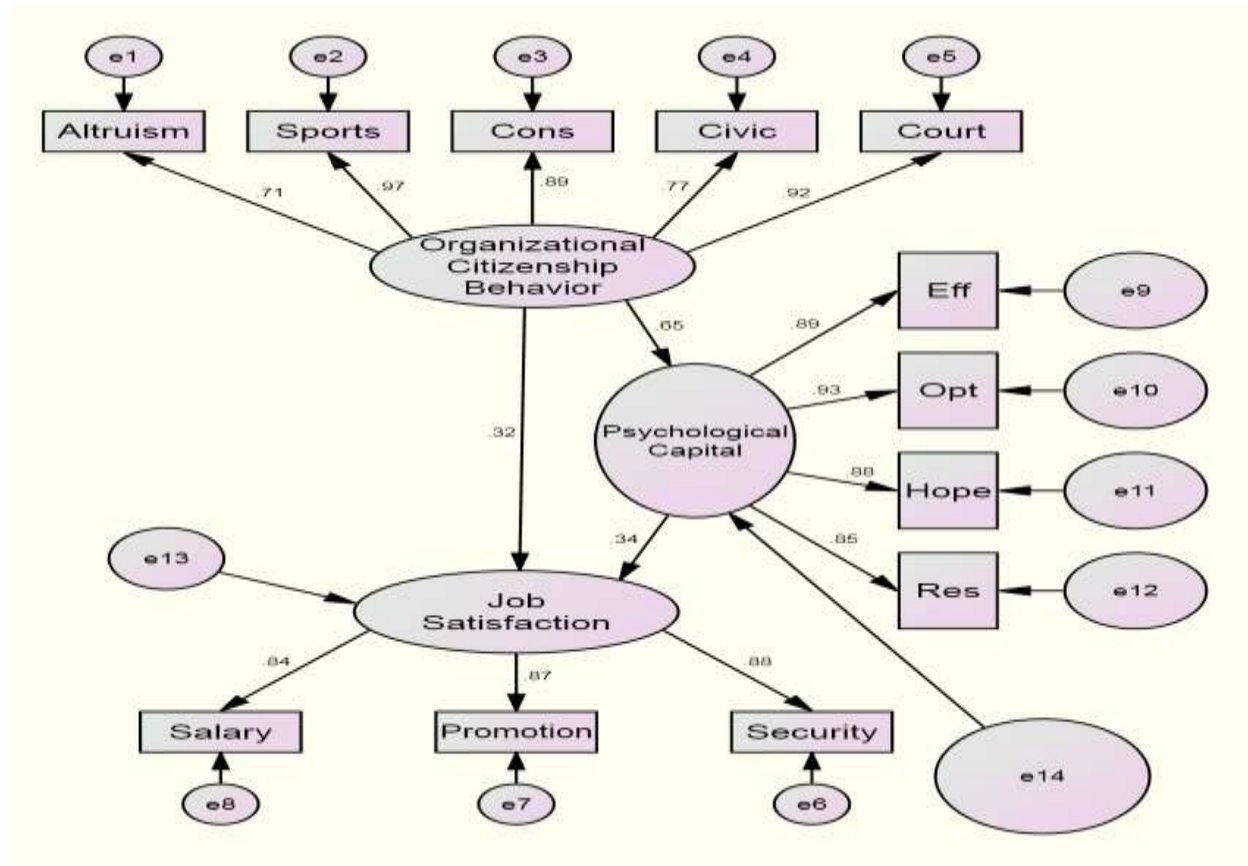
Table 4 presents the correlation coefficients between OCB, PC, and JP within the context of TPSUP. The correlation analysis revealed significant positive relationships between OCB and PC ($r = .396^{**}$, $p = 0.000$), as well as between OCB and JS ($r = .322^{**}$, $p = 0.000$). The results of the study indicate that there is a significant positive correlation between PC and JS ($r = .350^{**}$, $p = 0.000$). In this study, the following hypotheses have been accepted:

H1: OCB is statistically related to JS among TPSUP.

H2: OCB is statistically related to PC among TPSUP.

H3: PC is statistically related to JS among TPSUP.

Model: OCB-JS through PC



The above model titled OCB-JS through PC was tested by using Amos. This three-factor model (OCB, JS, PC) fit the data very well (GFI, .949; RMSEA, .063; RMR, .039; CFI, .981; AGFI, .922; Chi Square, 131.081; DF, 51; P, .000). The impact of OCB on JS was significant (Regression Value = 0.32). OCB also showed a significant impact on PC (Regression Value = 0.65). The results also revealed a significant impact of PC on JS (Regression Value = 0.34). The factor loadings of all dimensions of OCB, PC and JS are within acceptable range. The impact of OCB on JS

declined from 0.55 to 0.32 after adding PC as a third variable (mediator). Therefore, we accept all the below hypotheses:

- H1: OCB is statistically related to JS among TPSUP.
- H2: OCB is statistically related to PC among TPSUP.
- H3: PC is statistically related to JS among TPSUP.
- H4: The relationship between OCB and JS among TPSUP is mediated by PC.

Table 5: Values of Chi-Square, P, DF, CFI, RMSEA, GFI, AGFI and RMR

Indices	Values
Chi-Square/DF	2.570
P	.000
CMIN/Chi-Square	131.081
DF	51
RMSEA	.063
RMR	.039

AGFI	.922
CFI	.981
GFI	.949

Table 5 shows the values of Chi-square/CMIN, goodness of fit index, probability, normed fit index, adjusted goodness of fit index, comparative fit index, root mean square residual and root mean square error of approximation. The values of all indices such as GFI, .949; RMSEA, .063; RMR, .039; CFI, .981; AGFI, .922; Chi Square, 131.081; DF, 51; P, .000 are within acceptable range. So the 3-factor model of OCB, PC and JS is accepted in this study.

Conclusion

The primary objective of this study was to examine the correlation between OCB, JS, and PC. Moreover, the primary aim of the study was to examine the potential mediating effect of perceived capital on the association between organisational citizenship behaviour and JS. The information was obtained from 439 TPSUP. The data analysis was performed using the statistical software programmes SPSS and Amos. The hypotheses and research model were evaluated using correlation and structural equation modelling techniques. The results show positive relationship among OCB, JS, and PC. The empirical data obtained via the use of SEM shows that PC partially mediated the relationship between OCB and JS.

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