

## Fostering Excellence: 'The Link Between Job Satisfaction and Organizational Citizenship Behaviour in Higher Education'

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### ABSTRACT

**Background:** Enhancing employee engagement, well-being and corporate success requires an understanding of connection between Job Satisfaction (JS) and Organizational Citizenship Behaviour (OCB). This study explores a relationship between JS and OCB among Employees of Higher Education Institutions by attempting a correlational design.

**Method:** The standardized questionnaires, including the Minnesota Satisfaction Questionnaire-Short Form (MSQ-SF) by Weiss, et al. (1967) and the OCB scale developed by Podsakoff et al., (1990) were utilized for data collection from 176 Employees of Higher Education Institutions. SPSS-23 was used to perform data analysis, comprising descriptive and correlational analysis.

**Result:** For 0.05 level of significance, the findings indicated a weak but substantial positive relationship between OCB and extrinsic job satisfaction. However, Intrinsic Job Satisfaction and OCB showed no significant correlation.

**Conclusion:** This study provides meaningful observations for exploring and studying relationship of Job Satisfaction and Organizational Citizenship Behaviour among employees of Higher Education Institutions. The study findings emphasize the importance of considering both intrinsic and extrinsic factors in promoting desirable workplace behaviours.

**Keywords:** Job Satisfaction, Higher Education Institutions, Extrinsic Job Satisfaction, Intrinsic, Organizational Citizenship Behaviour.

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### 1. Introduction

Employees have consistently served an indispensable part in the operations within the firm, despite a fact that their roles and perceptions have evolved throughout the years. Historically, throughout the Industrial Revolution era, they were viewed primarily to be a means towards an end, supplementing employment needs. However, in the modern context, employees are now recognized as valuable "talent and dream investors" who contribute significantly to organizational success (Bartlett & Ghoshal, 2002). The expanding recognition among businesses having strategic importance and value

of their workforce, which they now regard as a source of competitive edge, is an encouraging development. Employees with a high degree of skill, inventiveness, and excitement are a highly useful and significant segment in an organization. Even though they are not formally compelled to, some people are capable of producing outstanding results in their employment. Academic research refers to this type of behaviour as organizational citizenship behaviour. Studies have shown that when employees exhibit this kind of behaviour, it has several positive consequences in the workplace. Existing research indicates that organizations characterized by this particular type of employee conduct tend to experience lower

rates of staff turnover, more efficient resource utilization, and elevated levels of employee morale and organizational commitment among their workforce. Nevertheless, this type of behaviour from employees is not entirely unconditional. (Hemakumara et al., 2018; Szabó, et al., 2019). Numerous elements have been identified to impact employees' willingness to go above and beyond their formal obligations, Psychological contracts fulfilment with employees is one of them Other ones include perceptions of organizational justice, organizational support, (Robinson, 1996; Niehoff & Moorman, 1993; Jabeli & Etebarian, 2015; Sadiq, 2014; Miao, 2011; Duffy & Lilly, 2013; as cited in Milanović & Đorđević, 2018)

Job satisfaction is a significant element that may also be connected to organizational citizenship behavior. Extant scholarship has shown that OCB and JS are positively correlated. Furthermore, literature indicates that organizational citizenship behavior can also enhance job satisfaction, suggesting a mutually reinforcing dynamic between these constructs. (Intaraprasong, et. al. 2012; Swaminathan & Jawahar, 2013)

Employee well-being and organizational effectiveness are significantly impacted by Job Contentment and Organizational Citizenship Behavior (OCB), which has led towards an increase in studies.

A person's subjective assessment of their work and workplace is manifested in their perception of job satisfaction, while Organizational Citizenship Behavior encompasses voluntary efforts that support organizational objectives without explicit formal rewards. Acknowledging the interconnected nature of Job Contentment and Organizational Citizenship Behavior has implications to enhancing employee involvement, workforce efficiency, and success within an organization. By understanding the reciprocal relationship between these two factors, organizations may implement approaches for cultivating a workplace environment climate that

nurtures both individual well-being and collective contribution, ultimately leading to enhanced organizational outcomes. Job Satisfaction: Many definitions of what job satisfaction implies have been proposed as a result of the wide range of research on this subject and the attention of different authors.

Various studies have given different definitions for job satisfaction. Some people think that "job satisfaction" merely refer a person's level of satisfaction within their present job. Others, however, contend that it is more complex than this definition implies and that it relates to a person's multifaceted psychological reaction to his or her work. As reported in Springer's (2011) research, managers possess the ability to augment their workforce's productivity by deploying strategies that cultivate job satisfaction and employee motivation. Renowned organizational scholar Robbins has defined job satisfaction as "a general attitude towards one's work, characterized by the discrepancy between a worker's actual reward and their anticipated reward". However, as stated by Cherrington (1994), "the degree to which employees enjoy their jobs is the primary indicator of job satisfaction". According to Locke's (1976) conceptualization, job satisfaction refers to a positive and favorable emotional state that emerges from an individual's assessment of their employment or work experience. Spector (1997) further elaborates that job satisfaction encapsulates the extent to which employees feel positively or negatively about their jobs. This suggests that JS relies predicated on person's affective responses as well as favorable perceptions stemming from their evaluation of various facets of their work. Consequently, job satisfaction can be understood as a multifaceted construct that is subject to diverse interpretations and perspectives among individuals (Mullins, 2005). This demonstrated that an employee's intensity of job satisfaction may not always correlate with that of other employees. This is understandable considering various persons have varying employment needs and expectations. In

this way, according to *Adenuga (2015)*, job satisfaction indicates how well employees' expectations of their jobs align with the benefits that jobs offer.

Job-related behaviors including absenteeism, productivity, and cooperation are thought to be significantly impacted by job satisfaction (*Meyer, 2004*). Job entails communicating with superiors and coworkers, adhering to organizational guidelines, attaining performance targets, dealing with challenging working circumstances, and other related requirements. As outcome, a worker's appraisal on his extent of satisfaction with his job is a complicated combination of many different aspects, intrinsic and extrinsic motivation being the two main factors that affect job. Extrinsic motivators include pay, rewards job perks, status, and environment of the workplace. Recognition, difficult labor, meaningful job, accomplishment, and opportunities for individual development are instances of intrinsic drivers (*Judge et al., 2000*).

Organizational Citizenship Behaviour indicates employees deliberate choices which may not be formally required as made by employees that contributes are not formally required as an essential component of their work duties but nevertheless enhance the Organization's entire performances and success. A correlation between organizational behavior & overall effectiveness has been established, meaning that some employee behaviors have significant implications in the workplace.

*Lvancevich et al. (2006)* stated that OCB, is the term used in Industrial and Organizational Psychology aim to describe a worker's independent task within a firm or company that is unrelated to their contracted task. Organizational citizenship as described by *Jex (2002)* explains about the employee's actions that are not categorically included in their job profile. These include explicit behaviour that the company doesn't formally recognize or award and these actions have shown stronger association with job

satisfaction than between productivity and core job activities (*Currall & Organ, 1988*). OCB is the involvement made by people that go above and far beyond what is expected of them at work. Employee morale, views of the importance of their work, and performance have all been demonstrated to increase with OCB. Research reveals that Organizational Citizenship Behaviour predicts performance favorably. It promotes better interpersonal interactions among coworkers and reduces stress. Organizational Citizenship Behavior, as highlighted by *Taman and Shaw* in the work of *Nguyen*, is a crucial element that organizations should prioritize in their pursuit of optimal performance and goal attainment. The development and cultivation of OCB among employees are expected to yield significant benefits, including enhanced productivity. This notion is supported by empirical research findings, which suggest that OCB partially mediates the relationship between job performance and job satisfaction (*Casu et al., 2021*).

*Organ (1986)* has provided organizational citizenship behaviour (OCB) dimensions: civic virtue (those actions that contribute organizational functions), conscientiousness (actions that you implement above and beyond work demands), courtesy (actions that help in reducing problems of other individuals), and sportsmanship (actions that help in tackling damaging issues). Altruism is defined as helping other employees. According to the expectations of managers and companies, these elements enhance employees' desired behavior and productivity.

- Civic virtue is the practice of performing several responsibilities connected to one's job;
- Conscientiousness is the capacity to deliberately decide to perform work at a higher level than is required, which includes focusing on the tasks at hand, abiding by rules and regulations, taking breaks, and

participating in a variety of job-related behaviors;

- Courtesy involves making decisions to avoid relationship issues with others.
- They must examine how their behavior may put an impact on others, and they must constantly respect the personal rights of others;
- Sportsmanship is the capacity of employees to put up with a range of situations without complaining or blaming others, including gossip, trivial issues, and grievances;
- "Altruism" refers to deeds performed out of self-determination to help others resolve a variety of work-related challenges.

Employees with high OCB will not only complete their primary responsibilities, but also extracurricular activities like assisting colleagues, coming up with new ideas, and going above and beyond what is required of them. Employee performance will undoubtedly improve as a result, and overall company performance will also improve. Considering how crucial OCB is for workers, it's critical for businesses to understand the factors that can mold or impact OCB in general. Numerous studies have examined the elements—such as leadership style, perceived organizational support, and job satisfaction—that affect or contribute to an employee's degree of OCB. It is similar with study findings demonstrating in what way these three factors can impact an employee's OCB. Undoubtedly, there exist numerous more factors that are thought to have the potential to raise employee OCB in addition to these research. Among several OCB predictors it's believed that a significant positive association exists between JS and OCB.

Existing studies have supported both employees' Job Contentment and Organizational commitment have been influenced by OCB. OCB is used to characterize an individual's spontaneous and discretionary actions that go above and surpass expectations and enhance the efficacy of an

organization. This involves the employee's mental evaluation and perception of various aspects related to their job responsibilities and the work environment. Additionally, job satisfaction typically indicates employees' positive emotional states. It implies that happier workers foster greater civic and prosocial conduct. The findings of *Wahjusaputri (2018)* and *Saxena et al. (2019)* discovered that there is a beneficial association between corporate citizenship initiatives and overall job satisfaction. Furthermore, *Wahjusaputri (2018)* revealed a positive relationship between organizational citizenship behavior and job happiness. According to *Hemakumara (2020)*, job satisfaction is a prerequisite for organizational citizenship behavior, which supports this idea (*Hemakumara, 2020; Organ & Ryan, 1995*). Job Contentment (JC), therefore, influences OCB. When conclusions gathered from previously examined research are added together, it appears important that one emphasizes how employees Job Contentment (JC) predicts OCB. Existing research suggests a causal relationship where administrators' fostering of their own job satisfaction and organizational commitment is associated with increased employee engagement in organizational citizenship behaviors (*Indarti et al., 2017 & Prasetyo et al., 2017*). Specifically, Organizational Commitment and JS were identified as moderating and mediating variables that influence this dynamic, serving as important factors that shape the link between administrators' attitudes and behaviors and those of their employees.

Thus, research on each of two components of JS and Organizational Commitment (OC) is necessary in support of OCB. Good conduct, sometimes referred to as OCB, occurs if employees go beyond and above their job description of duty without anticipating payment. In addition to promoting goodwill among others, good behavior boosts the productivity of the business. However, educators, scholars, and others value different viewpoints on proper

conduct. *Ikonne and Chinyere N. (2015)* investigated how library staff members view job contentment (JC) and OCB. The research evaluated respondents' perceptions regarding both internal and external factors that affect job satisfaction. Job Satisfaction according to *Budiman, Anantadjaya, and Prasityawati (2014)* has no substantial link to OCB, and the kind of employment remains the most important component of job satisfaction. Only extrinsic job satisfaction significantly impacts Organizational Citizenship Behaviour, not intrinsic job happiness (*P.Vaijyanthi, K.A. Shreenivasan, and Reena Roy, 2014*). According to *Inandi and Buyukozkan (2013)*, good behavior is not characterized by the expectation of rewards or benefits, but rather by the commitment and effort put forth to complete tasks and the voluntary assistance of colleagues in completing their assignments to improve the overall effectiveness of organizational performance. *Rasheed, Jehanzeb, and Rasheed (2013)* defined OCB through the cooperative behavior exhibited by its workers besides their designated roles. Organizational Citizenship Behaviour encompasses voluntary actions that employees undertake to support the success and productivity of their organization, without expectations of personal gain or recognition. As discovered by *Swaminathan and Jawahar (2013)*, there exists a positive correlation between OCB and employees' overall job satisfaction. This suggests that when employees engage in discretionary behaviours that benefit the organization, they experience increased levels of contentment and fulfillment in their work roles. Additionally, there are researches which have established a substantial positive connection among OCB & JS. Citizenship Conduct (*Intaraprasong et al., 2012*). Similarly, *Amna Arif & Aisha Chohan (2012)* identified a 57.25% correlation between the two variables alone and positive correlation among the OCB dimensions and work satisfaction dimensions. Both intrinsic and extrinsic aspects of job satisfaction have a significant role in

predicting Organizational Citizenship Behaviour (*Mohammad et al., 2011*),

A study by *Uludağ, Khan, et al. (2011)* revealed that there exists a relationship among organizational citizenship behavior, employee turnover intentions, work satisfaction and emotional organizational commitment. The impact that corporate citizenship practices have on turnover intentions was also investigated in this study. It was discovered in a different study by *Mohammad et al. (2011)* that Organizational Citizenship Behavior is highly predicted by both intrinsic and extrinsic aspects of Job Satisfaction. In a study conducted by *WanneeSaepung, Sukimo, and Sununta Siengthai (2011)* on employees of retail section in Jogjakarta, Indonesia, it was discovered that certain demographic factors, such as age and education, have an impact on employees' levels of job satisfaction and overall customer base (OCB). For example, higher education backgrounds are associated with higher degree of OCB. The association between OCB and JS were shown to be positively correlated. Researchers interested in the job and career of teachers have recently focused on OCB behaviours (*Bogler & Somech, 2004*). The success of schools depends on teachers who are willing to go above and beyond the call of duty (*DiPaola & Tschannen-Moran, 2001*).

Environments that are educational and those that are not exhibit distinct behavioral patterns.

According to *DiPoala and Hoy (2004)*, educational institutions function as non-profit organizations with facilitators whose primary goal is to providing the best care possible for their students. As a result, depending on their work attitudes, different employees may have different OCBs. *Ackfeldt and Coote (2005)* identified two characteristics of occupational attitudes that directly predict OCBs: organizational commitment and job satisfaction. Furthermore, study conducted in 2012 by *Bowling, Wang, and Li* offered additional evidence in support of the idea that job attitudes in an organization are

primarily driven by organizational commitment and job satisfaction.

The study by *Santoso et.al.* (2020) discovered how employee organizational citizenship behavior is significantly impacted by job satisfaction.. Their research indicates that when workers are content and satisfied with their jobs, they are more inclined to exhibit positive behaviours, such as going the extra mile in their duties and providing assistance to their colleagues. This suggests that fostering a work environment that promotes job satisfaction can cultivate a workforce more likely to demonstrate organizational citizenship, which can potentially lead to beneficial outcomes for private school teachers. They came to the conclusion that two factors significantly and favorably affected teacher performance: job satisfaction and organizational citizenship.

In addition, Hidayat and Patras (2022) found in another study that job satisfaction is influenced by organizational trust, which in turn affects teacher OCB. Organizational trust was shown that it has a substantial and useful indirect effect upon teacher OCB. Job satisfaction has a good and significant impact on the organizational citizenship behavior of teachers, according to a similar study (*Shofiyuddin et al., 2021*). *Rahman et al. (2014)* discovered a substantial and significant correlation between Job Satisfaction & Self-efficacy as well as between Self-efficacy & Organizational Citizenship Behaviour. Another crucial element to consider while researching organizational contexts is employee job satisfaction. According to a study of literature on motivation, educators today concur that performance reviews at work lead to increased job satisfaction. Therefore, an organization that benefits from sound business practices needs to give its employees the skills, information, and experience they need to maximize job productivity. Employees who feel contented in their jobs are more inclined to give their best efforts & achieve their goals. On the other hand, variables that undermine job satisfaction result in

decreased productivity, poorer quality, more absenteeism and turnover, and a rise in workplace accidents, according to *Jabeen, Friesen, and Ghouli (2018)*. One may ascribe positive or negative emotions to one's degree of job satisfaction. When someone attains desirable things or hits the intended goal at a specific extent, they experience job satisfaction. The sensations may lessen if the targets or objects of desire are not responded to. A significant portion of job satisfaction, according to *Mathew and Nair (2021)*, is influenced by attitudes or thoughts about what one likes or hates about their work, particularly when it comes to the operational or responsible aspects of it. Employee job satisfaction was found to be influenced by both intrinsic and extrinsic motivation (*Singh and Loncar, 2010*). Extrinsic motivation is cultivated externally when factors influence the perceived significance of activities, such as receiving incentives, commendation, and rewards. In contrast, intrinsic motivation is fostered internally within an individual who discerns the value of a specific activity and engages in it voluntarily without any compulsion or obligation from others. In a similar and supporting research it was concluded that organizational citizenship conducts positively correlated with and was influenced by job satisfaction (*Paillé, 2011*). Though there has been research conducted in educational environments, there is still a need for a deeper knowledge of the underlying mechanisms and contextual factors influencing these dimensions. This is especially significant for studies conducted on the university employees.

*Afolashde et al. (2024)* reviewed the impact of emotional competency, job satisfaction, and reward schemes for workers' job commitment and discovered that emotional intelligence, satisfaction with work, and the Compensation structures have a big influence on how dedicated workers are to their work. *Sarangi et. al. (2024)* examined the pharmaceutical sector, which was most vulnerable during the COVID-19 pandemic,

as well as the mediating and moderating roles of incentives and organizational commitment (OCB) on the relationship between OCB and firm resilience (FR).

According to information gathered from contract workers at two sizable Indian organizations, OCB positively impacts OC, and both have an influence on FR. Furthermore, OC slightly mediates, whereas encouragement considerably and favorably regulate OC on FR, notably among non-loyalists. The results indicated which in order to offer the right incentives to increase the "loyalty" of contract workers, employers must keep an eye on how OC and OCB affect FR.

A study by *Sukirman et al. (2024)* examined how managers' organizational and professional dedication affected employees' job satisfaction. The findings of the study show that project managers' Professional dedication and job satisfaction inside the project organization are partially correlated.

*Wijaya et al. (2024)* conducted research and study showed that job satisfaction is significantly correlated with organizational commitment variables. A positive relationship implies that workers who are outsourced will be more devoted to the organization they work for if they are happier in their roles.

The result of a case study conducted by *Na-Nan, K. et al. (2021)* indicated their abilities had an

#### 1.1. Conceptual Structure of the study:



Note: The structure by researcher is being created for the purpose of study.

indirect effect on organizational citizenship behavior, which was partly mitigated by employee involvement, employees' Job Contentment and Organizational Commitment. This association was highly significant. Study's findings demonstrated the mediating roles that job happiness, organizational commitment, and employee engagement disseminate good corporate citizenship. Consequently, these mediators are essential in offering a suitable explanation of organizational citizenship behavior. Organizational citizenship behavior, job satisfaction, and organizational commitment were found to be positively correlated in a study by *Ying et al. (2016)* that investigated the connection between job views and organizational citizenship behavior among secondary school teachers.

*Golbasi et al. (2008)* claimed that an individual's assessment of their work performance, office environment, and work life determines their level of job satisfaction. It is an emotional response and behavioral manifestation of a work. According to *Kim (2006)*, employees who are more satisfied with their jobs will also have greater degrees of OCB. The research conducted by *Podsakoff, MacKenzie, Moorman, and Fetter(1990)* on sales agents revealed conflicting findings regarding the association between extra-role behaviours and job attitudes. Furthermore, the available literature evidence from educational contexts is less conclusive and unambiguous in its findings.

A better comprehension concerning the underlying mechanisms alongwith contextual elements influencing these constructs is necessary, nevertheless, as there is still a research deficit despite the academic context's current research, especially in the research of higher education employees.

### 1.2 Rationale of the study:

It is acknowledged in the current educational environment that the continuous growth of the higher education sector has put pressure on teachers in this sector (*Brennan & Shah, 2000*).

Furthermore, this extra strain makes it difficult for teachers to deliver high-quality instruction and impairs their job satisfaction. The institution's quality assurance system, policy creation, and institute support are examples of industry-level influences (*Henard et al., 2010*).

Additionally, on a personal level, factors like job satisfaction, OCB, and an atmosphere that supports teachers in fulfilling their missions are significant and have the potential to be examined both individually and in tandem at an institution of higher learning. Institutions of higher learning must change to survive in the modern educational landscape. It is necessary to put new procedures and strategies into place for employee output and organizational effectiveness.

Faculty's JS and OCB have become more crucial as they influence students' academic advancement and the quality of education.

According to studies, professors at higher education institutions experience a lot of stress because of their rigorous workloads, even though they are recognized for their OCB in student-teacher relationships.

- This present research investigates a connection between Job Satisfaction and OCB in filling the vacuum in the literature.
- This thorough study will bring to light on the attributes required to create plans that assist

educators and create a setting that promotes professional and personal fulfillment.

- Indeed, these variables were researched earlier however lack of empirical evidence were found on the population of higher education employees' segment.
- Majority of the researchers were found from western part of Globe. Indian perspective has not been evaluated clearly.

## 2. Methods

### 2.1. Aim:

The study intends to examine the association between Job Satisfaction & OCB within employees in HEIs.

### 2.2. Objectives:

1. To study the connection between Intrinsic JS & OCB among employees belonging to Institute of Higher Education.
2. To ascertain the connection between Extrinsic Job Satisfaction & OCB among employees within Institute of Higher Education (HEIs).

### 2.3. Hypotheses:

H1: There will be a significant relationship between Intrinsic Job Satisfaction (JS) and Organizational Citizenship Behaviour (OCB) among employees of Higher Education Institutions.

H2: There will be a significant relationship between Extrinsic Job Satisfaction(JS) and Organizational Citizenship Behaviour(OCB) among employees of Higher Education Institutions.

### 2.4. Variables:

- Dependent variable: OCB (Organizational Citizenship Behavior)
- Independent variable: JS (Job Satisfaction)

### 2.5. Sample:



The samples consisted of 176 employees, both male and female, aged 25 to 60, who worked at higher education institutions in the Delhi/NCR region.

Additionally, demographic information was gathered, including age, gender, occupation, qualifications, residence, working experience, affiliation with the organization, and contact details. The study utilized the purposive sampling for gathering the information from those who agreed to participate in the survey.

#### 2.6. Tools used:

Job satisfaction was measured using the 20-item Minnesota Satisfaction Questionnaire-Short Form (MSQ-SF), a standardized instrument created by David J. Weiss et. al in 1967. Two subscales constitute this measure: Extrinsic Satisfaction and Intrinsic Satisfaction.

The reliability of the MSQ-SF for both subscales was found to be, for intrinsic reliability at 0.84 and extrinsic reliability at 0.77. The construct validity of the MSQ-SF has demonstrated its validity in comparison to the questionnaire's extended version. The Organizational Citizenship Behavior (OCB) scale, which was created by Podsakoff et al. (1990), has 24 items and is used to gauge how often an employee is doing things outside of their assigned responsibilities. While the reliability of this scale is reported at 0.61, indicating moderate internal consistency, its validity is affirmed with a coefficient of 0.78, ensuring that it effectively measures the intended construct.

**Table 1**

*Descriptive of mean and standard deviation of the variables- Organizational Citizenship Behaviour and Job Satisfaction (Intrinsic Job Satisfaction, Extrinsic Job Satisfaction) of the HEIs Employees*

Variable	N	M	SD
Intrinsic JS	176	43.848	.481
Extrinsic JS	176	19.888	.284
OCB	176	59.899	1.038

#### 2.7. Procedure:

In order to accomplish the aims of the current investigation, a standardized survey instrument was administered to a sample of 176 employees from higher education institutions located in the Delhi/National Capital Region. The study participants were provided with a detailed briefing regarding the purpose of the research, and their informed consent was obtained, explicitly notifying them that they might leave the study at any time during the procedure and that their involvement was completely at their discretion.

Demographic information such as age, gender, occupation, qualification, domicile, area of residence, working experience and contact details were also gathered. They were strongly encouraged to participate and respond the questions honestly.

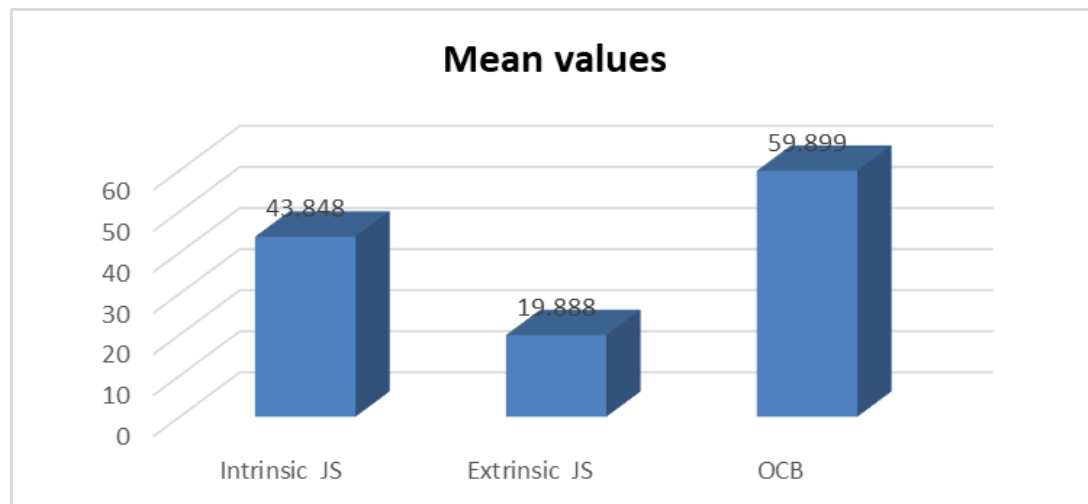
### 3. Result

The data was analyzed using SPSS 23. The Kolmogorov-Smirnov Test has been utilized to verify the data's normality before statistical analysis takes place as the sample size was greater than 50. The test values for OCB were  $p = 0.2$  which is greater than 0.05 suggesting it is normally distributed whereas the values for both Extrinsic and Intrinsic Job Satisfaction were  $p = 0.002$  which is less than 0.05 implying it is not normally distributed. Spearman's Correlation is applied to the data while non-parametric correlations were used because one variable is normally distributed while the other is not.

**Table 01** illustrates both mean and standard SD of 0.284. Similarly, organizational citizenship deviations for the tools on constructs studied. A behavior variable is reported M(59.899) and SD (1.038). These statistics provide significant perspective in the statistical distribution and central tendency among these significant parameters within a dataset.

**Figure 1**

Mean Scores of OCB and Job Satisfaction



**Table 2**

Table 2 indicate the graphical representation of strength of correlation between different types of JS and OCB

Variable	1	2	3
1. Intrinsic JS	1		
2. Extrinsic JS	.531**	1	
3. OCB	.105	.152*	1

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

\* Significance level for Correlation at the 0.05 level (2-tailed).

**Table 2** represents correlations between Job Satisfaction & OCB. for 176 Participants. Intrinsic Job Satisfaction and OCB have correlation ( $R = .105$ ),  $r$  value  $= .161$ . Since  $r$  value  $> 0.05$ , the hypothesis cannot be sustained. Therefore, there is no substantial correlation between Intrinsic JS & OCB, indicating that any relationship obtained is simply due to chance factors. The correlation between Extrinsic JS and OCB have correlation ( $R = .152$ ),  $r$  value  $= .043$ , since the  $r$  value  $< 0.05$ , we retain the hypothesis. Therefore, Extrinsic JS and OCB have significant positive correlation.

## Discussion

This research study strives towards assessing the association between OCB and JS among employees of HEIs. A sample of 176 participants completed standardized questionnaires, including the Minnesota Satisfaction Questionnaire-Short Form developed by Weiss et al. (1967) and a measure of organizational citizenship behavior scale by Podsakoff et al. (1990). The data was collected after obtaining the necessary consent from the participants. The MSQ-SF has validity and reliability in measuring both intrinsic and extrinsic satisfaction.

In a similar vein, the OCB scale, which has high validity and moderate internal consistency, evaluates employees' involvement in behaviors outside of their assigned responsibilities. The research intends to ascertain the connection between OCB and JS without suggesting causation, enabling an examination of the degree and direction of the relationship among Higher Education Institution employees.

The purposive sampling technique was used and correlational design was also employed to analyze the data. The results indicated no significant relationship between Intrinsic Job Satisfaction and Organization Culture Behaviour ( $r = .105$ ), whereas a low positive correlation between Extrinsic Job Satisfaction and Organizational Culture Behaviour ( $r = .152$ ). There is no significant correlation between these characteristics, according to the findings of both our study and those of *Smith, Johnson, and Brown (2018)*.

Their exploration on the connection between OCB and intrinsic JS showed there was no significant association between the two i.e. Intrinsic Job Satisfaction and Organizational Citizenship Behaviour. The researchers posited that extraneous factors, such as the prevailing organizational culture and leadership approaches, may have intervened in and moderated the relationship between Intrinsic Job Satisfaction and Organizational Citizenship Behavior, resulting in the absence of a direct empirical association in their study. This research reiterates the convoluted and multifarious attributes of the relationship between JS and Organizational Citizenship Behavior, underscoring the need for more in-depth investigation to uncover additional factors that may shape and influence their dynamic interaction.. The findings suggest a statistically significant yet relatively weak positive correlation between extrinsic job satisfaction and organizational citizenship behavior. Extrinsically accomplished individuals are more inclined to engage in positive behaviors that are advantageous to the organization. The

assortment of activities that employees participate in are probably influenced by how much they are motivated by external factors (*Nurjanah et al., 2020*). Our results are further supported by previous literature including a study conducted by *Williams & Anderson (1991)* identified a positive link between Extrinsic Job Satisfaction and Organizational Culture Behaviour, which are OCB initiated focused towards the organization. Additionally, *Swaminathan and Jawahar (2013)* provided additional evidence for the favorable relationship between OCB and Extrinsic Job Satisfaction.

#### **Limitations and Future scopes of the research:**

- The small sample size of 176 participants in the study may limit the generalizability of the result. To enhance the data' generalizability, future research might involve more staff members from a larger variety of higher education institutions, including individuals with varying academic specializations and cultural backgrounds.
- It is possible to perform longitudinal studies to monitor changes in job satisfaction and organizational citizenship behavior across time. This method would shed light on the causal relationship between these variables and how adjustments to the organization or actions might affect them.
- For better and more thorough comprehension of the elements impacting the connection between Job Satisfaction and Organizational Citizenship Behavior, supplementing quantitative data with qualitative research methods, such as focus groups or interviews, is recommended.. Implement interventions to improve Job Satisfaction and measure their impact on Organizational Citizenship Behaviour. This could include efforts like leadership training, recognition programs, or better work-life balance regulations.

Addressing these limitations and implementing future suggestions will help researchers gain a

better thorough comprehension of the association between JS and Organizational Citizenship Behaviour among employees of Higher Education Institutions, inevitably informing strategies to promote employee well-being and organizational effectiveness in this context.

#### 4. Conclusion:

The present research investigates the relationship between job satisfaction and OCB among employees working in higher education institutions. The findings indicate that extrinsic aspects of job satisfaction, such as compensation, job security, and work environment, exhibit a positive correlation with organizational citizenship behavior. In contrast, the study did not uncover a significant positive relationship between intrinsic job satisfaction factors, including personal growth, autonomy, and sense of accomplishment, and OCB. These findings highlight the significance of considering both internal and extrinsic elements when fostering positive workplace behaviours. Notwithstanding, the limitations of the study, included the limited sample size and reliance on self-report metrics, emphasize the significance of additional research to develop interventions aimed at enhancing extrinsic Job Satisfaction, considering its strong association with the behavior of organizational citizenship.

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