The Influence of Job Satisfaction, Job Motivation & Perceived Organizational Support towards Organizational Citizenship Behavior (OCB): A Perspective of American-Based Organization in Kulim, Malaysia

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Abstract

In today's competitive world, every individual is striving to be ahead of others and create a better future for themselves. This research is designed to focus on manufacturing based industry in Kulim, Malaysia. The aim of present study is to investigate how job satisfaction, job motivation and perceived organizational support affect the OCB in American-Based Organization in Kulim. Data were collected from 300 employees of three different organizations. For collecting the data, survey method was used with a structured questionnaire. It is found in the study that job satisfaction, job motivation and perceived organizational support have highly positive correlation with organizational citizenship behavior. However, Perceived Organizational Support has the highest correlation with OCB. It happens because when the employees receive support from the organization, they will be elevated to perform better for the organization. Support in terms of rewards and incentives can further increase the motivation level of employees. So foreign companies should emphasize on these issues to increase OCB among the employees so that they can be devoted for the organizations.

Keywords: organizational citizenship behavior (OCB), job satisfaction, job motivation and perceived organizational support (POS)

1. Introduction

In today's competitive world, every individual is striving to be ahead of the other and create a better future for themselves. Based on that, individuals choose a career path that is faster and creates better opportunity for them to improve their lives. Besides that, all organizations are mostly looking for methods to become more efficient which includes the help of the employees. Even though in current era where people are dependent on technology, innovation and heavy machinery, the employee aspects play a critical role in making sure the organization is productive and profitable. Hence, the OCB concept introduced by Organ (1988) refers to an extra-role that allows employees to engage and to aid the organization achieve its goals. Based on the countless research done on the aspect of OCB, it has become a key element in organizations around the world as a factor in determining promotions, rewarding employees and also retrenching employees (Castro, Barroso, Armario, & Ruiz, 2010). Organizations intentions are to have employees with high levels of OCB to allow the company to have better experienced employee whereby they can handle issues related to work as well as provide further enhancement of the processes in the organization. Furthermore, organizations will also be able to save a large amount of training cost which will be required to train new employees due to the fact that experience employees leave the organization for better offers from other companies. Organizations nowadays implement methods such as agreements to bound employees to work in an organization for specific period of time which is an inappropriate method to enforce OCB among employees which does not lead to high level of OCB, in fact it creates an opposite impact towards employees (Podsakoff, 2009). Employees who serve for a long period in an organization generates skills which can be highly useful to the organization in the productivity flow to increase profits. Employees become familiar with others as there is a bond created among employees allowing them to solve issue or get things done in a faster manner without dealing with new employees who usually face problems

in identifying the individuals and also problems in getting information from the particular employees. The aspects of OCB here allow the formation of bonds among different employees allowing decision making and also analyzing a particular problem to be faster and more effectively. Organizations with low turnover rates further attract more business as they are aware of the level of commitment by the employees. It gives an upper hand to gain more business as well as allies to further contribute to the organization such as creating employee collaboration from different organizations allowing a bond crated in the process chain of a particular organization. Based on that, OCB among employees is ideal for a particular organization to be segregated from its competitors and further put the company in a competitive edge in obtaining business and creating allies to increase the profitability of the organization (Celep & Yilmazturk, 2012).

Apart from the organization point of view towards the OCB, OCB also can benefit employees. Employees who practice or engage in OCB tend to receive better performance ratings from managers (Podsakoff, 2009), thus allowing the particular being appreciated and given rewards from the organization. Furthermore, employees who engage in OCB are simply liked or perceived as more favorable which is also known as the "halo effect". Employees who tend to engage in OCB tend to get the upper edge in promotions, rewards and other benefits. As mentioned early, employees who take the extra mile in persuading a particular innovation or implementation that can benefit the organization by reducing the production cost or increasing the efficiency is given higher benefits or allowances as an appreciation to allow them feel being part of the organization in a more in-depth perspective. Conclusively, successful organizations need employees who will do more than their usual duties and provide performance that is beyond expectations which directly relates to the OCB. Furthermore, the organization will also benefit from the OCB level among employees which will lead to high profitability and innovation. Though studies have been done on OCB in different countries, the lack of importance given to employees and the cultural implications in Malaysia creates lack of Job Satisfaction, Job Motivation and Perceived Organizational Support towards the industry. Previous research mainly focused on specific sectors which include the banking industry, teaching sector and nursing sector (Chien, 2011; Fatimah, Amiraa, & Halim, 2011; Marzoughi & Choopani, 2011; Mohammad, Habib, & Alias, 2011; Ozturk, 2010). This research is designed to focus on manufacturing based industry in Kulim as there is no significant research done in this particular area. The aim of present study is to further investigate how job satisfaction, job motivation and perceived organizational support affect the OCB in American-Based Organization in Kulim. Conclusively, based on the research done in aspects of OCB around the world further proves the significance of the study of OCB to understand the different elements that affect it. Based on that, the problem statement of the research intends to understand the effect of job satisfaction, job motivation and perceived organizational support towards OCB in American-Based Organizations in Kulim. Besides that, the present research intends to understand the implications and the spread of OCB in American-Based Organization in Kulim, Malaysia.

2. Literature Review

It is proven that OCB has been an ideal and important aspects in understanding the employee behavior, turnover rate and a variety of aspects in different fields of study (Amiraa & Halim, 2011; Antony, 2013; Chien, 2011; Fatimah, Marzoughi, & Choopani, 2011; Ghanbari & Eskandari, 2012; Mohammad, Habib, & Alias, 2011; Ozturk, 2010; Petrella, 2013; Schroeder, 2003; Vondey, 2010). However in this research, the main variables selected to be the base of the research includes three main aspects which has been repeated and highlighted by different researches in different areas of the globe which includes Job Satisfaction (Chien, 2011; Fatimah, Amiraa, & Halim, 2011; Marzoughi & Choopani, 2011; Mohammad, Habib, & Alias, 2011; Ozturk, 2010), Job Motivation (Chien, 2011; Fatimah, Amiraa, & Halim, 2011; Marzoughi & Choopani, 2011; Mohammad, Habib, & Alias, 2011; Ozturk, 2010) and Perceived Organization Support (Antony, 2013; Chien, 2011; Ghanbari & Eskandari, 2012; Ozturk, 2010). The variables are able to provide an analytical aspects towards the research being done. By using previous researcher's findings, it allows a better understanding on the framework required to further investigate the scope of OCB.

2.1 Job Satisfaction

Job satisfaction is a general reaction that an individual has towards a particular job. Hopkins (2002), defines job satisfaction as the fulfillment and gratification of particular needs that are related to one's work. Traditionally job satisfaction includes co-workers, pay, job conditions, supervision of work and benefits. Apart from that, another popular definition of job satisfaction is the positive emotional state resulting from the appraisal of the job experience (Locke, 1983). Furthermore, the definition combines cognitive and affective emotional elements which illustrate the individuals' feelings such as positive or negative about the jobs. The positively related relationship between OCB and job satisfaction has been proven in many researcher (Bateman & Organ, 1983; Lee & Allen, 2002; MacKenzie, Podsakoff, & Ahearne, 1998; Moorman, 1993; Morrison, 1994; Organ &

Konovsky, 1989; Smith, 1983; William & Anderson, 1991). Among the main research that had an in-depth research on the relationship of contextual job satisfaction and OCB is by Becker and Billings (1993). In the research, each employee received two OCB scores which include one self-reported rating and one score generated by the supervisor. The research found that there were no significant differences between the two OCB ratings, both scores were combined to produce an overall score that yield a positive relationship between OCB and job satisfaction. There are considerable evidences that OCB and job satisfaction are positively related (Bateman & Organ, 1983; Lee & Allen, 2002; MacKenzie, Podsakoff, & Ahearne, 1998; Moorman, 1993; Morrison, 1994; Organ & Konovsky, 1989; Smith, 1983; William & Anderson, 1991). Bateman and Organ (1983) conducted a longitudinal, cross-lagged study in which they compared "supervisory ratings of OCB" and "employee self-reported levels of job satisfaction." They found a strong and positive relationship between overall OCB and contextual job satisfaction. The most consistent and strongest relationships were between OCB and satisfaction with supervision and promotions. So it can be hypothesized that;

H1: Job satisfaction positively influences the organizational citizenship behavior.

2.2 Job Motivation

Motivation is an important aspects in any field and it is associated with the spirit of being determined to perform a certain task or commitment. Job motivation usually associated with employee motivation has been a key research area on Human Resource Management and organizational psychological over the last century. The ideal definition for job motivation refers to the ability or desire to adopt higher levels of personal effect justified by the achievement of the organizational goals, objectives which leads to the satisfaction of a particular individual need (Gomes, Asseiro, & Ribeiro, 2013). Motivation is the real effort and energy employees put into the daily work to complete the task or work. The recognition between extrinsic and intrinsic motivation has been deduced a long time ago, whereby the intrinsic motivation is present when individuals do something for pleasure or enjoyment, whereas extrinsic motivation occurs when individuals do something because of external forces (Deci & Ryan, 2000). In the context of job motivation, it is related to being highly determined to perform the assigned duties. Organizations nowadays are considering this factor a major element within the company. Organizations use methods such as incentives, events and talk to motivate the employees to perform and feel committed to the organizations. The effect of job motivation is directly proportional to the organization performance (Gomes, Asseiro, & Ribeiro, 2013). Apart from that, job motivation can also be associated to the desire to adopt high levels of personal effort justified by the achievement of organizational goals and objectives leading to the satisfaction of a particular individual need (Gomes, Asseiro, & Ribeiro, 2013). Many researches have been done in different fields where job motivation has become an important element in the study such as the job motivation level among teachers, among nurses and many more significant areas (Bentea & Anghelache, 2011; Griva, Panitsidou, & Chostelidou, 2012; Machado, Soares, Brites, Ferreira, & Gouveia, 2011; Majid, Jelas, Azman, & Rahman, 2010). Therefore, Job Motivation is an important aspect in this particular research to allow further examination on the aspect of job motivation towards OCB in American-Based Organization in Kulim. Previous research on job motivation has evaluated that employee OCB is rated by the leader's perception of the followers' motivation, due to this fact there is a significant relationship between employee OCB and the source of motivation that drives the employees (Allen & Rush, 1998). Based on that, research also shows significant relationship between sources of motivational behavior towards the OCB concept. Research done by Neuman and Kickul (1998) depicts the positive relationship between self-concept internal motivation and OCB. These research was further strengthened by a study done on determining the strong relation between OCB and motives such as organizational concern and pro-social values (Finkelstein & Penner, 2004). According to the study done, organizational concern which is the desire to help organization that stems from pride and identification that the individual has towards the organization depicts a positive relationship with OCB (Corina, 2012; Dumitru, Chraif & Anitei, 2013; Griva, Panitsidou & Chostelidou, 2012; Machado, Soares, Brites, Ferreira & Gouveia, 2011; Majid, Jelas, Azman & Rahman, 2010; Khalatbari, Ghorbanshiroudi, & Firouzbakhsh, 2013; Recepoglu, 2013). Thus it is hypothesized that;

H2: Job motivation positively influences the organizational citizenship behavior.

2.3 Perceived Organizational Support (POS)

Perceived Organizational Support (POS) has been an important aspect and mainly researched in the field of psychology and management since the early 80's (Allen et al., 2008; Fuller et al., 2003; Rhodes & Eisenberger, 2002; Stamper et al., 2003). Perceived Organizational Support can be defined as how much the organization values its employees (Allen et al., 2008). Employees nowadays prefer to work in organizations which values its employees and contribution rather than just working for a particular company only for a pay. Related to that,

POS has been a key element focused in many organization to attract employees and reduce the turnover rate of employees therefore creating an ideal work place which will lead to the prosperity of the organization in the long term. Perceived Organizational Support includes the aspects of fair treatment, supervisory support, rewards and favorable job conditions. In today's world, such element has become a key aspects considered by employees to contribute services and develop themselves. On the other hand, POS strengthens the employees' effort in the organization which helps to achieve its goals and objectives apart from increasing productivity. Perceived Organizational Behavior has been a crucial aspect of understanding OCB in various researchers in different fields (Buchanan, 1974; Tansky & Cohen, 2001; Riggle, 2009; Yoon & Thye, 2002). Besides that, over the duration of time many researchers have proven a positive and significant relationship between Perceived Organization Support and OCB among employees in an organization (Eisenberger et al., 1986; Eisenberger et al., 1990; Hutchison, 1997; Randall et al., 1999; O'Driscoll & Randall, 1999; LaMastro, 2008). Furthermore, the findings of the research determines that when the organization values its employee's, the tendency of the employees is to be loyal to the organization that results in dedication, high job satisfaction and determination to perform task which is in-line with the organization's goals and objectives as mentioned by Arshadi and Hayavi (2011). Therefore it can be hypothesized that;

H3: Perceived organizational support positively influences the organizational citizenship behavior.

3. Methodology

The present study is exploratory in nature and data were collected from primary sources with a structured questionnaire. The respondents of the study were the employees of three American-Based Organization in Kulim, Malaysia. Data were collected with a questionnaire survey from 300 employees of those organizations. After collecting data, the researchers entered all the data into the database and used SPSS software package 22 to analyze the data. All missing and incomplete data from questionnaires were removed from the analysis. This was followed by data sweeping and testing the normality using Skewness and Kurtois. Reliability analysis was done with Cronbach alpha to see the internal consistency of the data. Descriptive statistics were used to determine the characteristics of the respondents. To see the relationship between independent and dependent variables, correlation analysis was done and multiple regression analysis was applied to test the impact of independent variables on dependent variables.
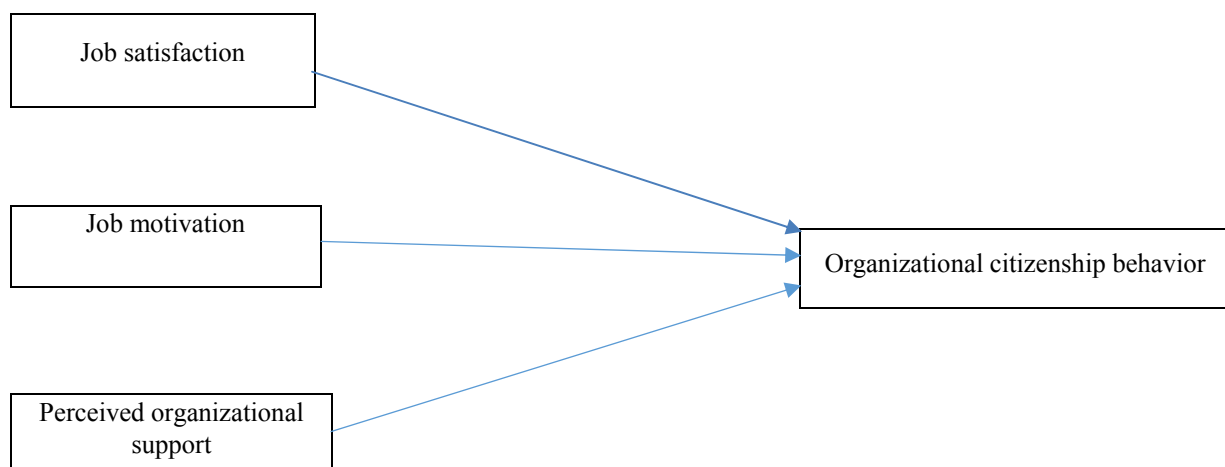

Figure 1. Research framework

3.1 Respondents' Profile

The number of respondents in the research is 300 employees. In the research, a higher distribution of male is noticed with a percentage of 75.7%. The male percentage is higher than female because of the nature of job. In the aspect of age, the majority of the respondents are between 25 – 35 years old representing 40.3%. The race is dominated by the Chinese respondents, which represents 61% of the total sample. This is mainly due to the top management which consists of a majority of Chinese employees which will influence the hiring decision in the organization. In terms of the education level, majority of the respondents are Degree level representing 69% of total employees. In terms of the organization, even number of respondents were taken from three different organization with the each carrying 33.33%. Most of the respondents have worked in the organization from 4 to 7 years with a percentage of 39.3%. The majority of the respondents includes engineers with 62.7% as the

research focused on American-Based Manufacturing Organization in Kulim. As mentioned in the earlier part, the American-Based Organization believes in engineers handling operations rather than technician and operators.

3.2 Reliability of the Data

Reliability test is used to measure the consistency and stability of variables (Sekaran, 2009). Reliability analysis allows the study of the properties of measurement scales and items in the study. The Cronbach alpha value closer to 1 represents better instruments in general. According to Sekaran (2009), values less than 0.6 are considered to be poor and above 0.7 are good. The Table 1, shows that all the variables have Cronbach alpha values more than 0.7 which indicates that the items represent the variables quite well.

Table 1. Results of Reliability for the constructs

Variables	No of items	Cronbach alpha
Job satisfaction	5	0.776
Job motivation	5	0.787
Perceived organizational support	5	0.828
Organizational citizenship behavior	5	0.784

3.3 Correlation Analysis

Pearson's correlation is basically used to determine the relationship between at least two continuous variables. Davis (1997) proposed the rule of thumb which stated that correlation values from 0.7 and above indicates very strong relationship, values from 0.5 to 0.69 indicates strong relationship, values form 0.3 to 0.49 indicates moderate relationship, 0.1 to 0.29 indicates low relationship and values below that indicates very low relationship. Table 2 shows the correlation among the variables.

Table 2. Correlation matrix

Variables	Satisfaction	Motivation	POS	OCB
Satisfaction	1			
Motivation	0.635	1		
POS	0.562	0.685	1	
OCB	0.573	0.690	724	1

The relationship of the first independent variable, Job Satisfaction and dependent variable OCB is 0.573 or 57.3% which according to Davis (1997) represents a strong relationship. The relationship between the second independent variable, Job Motivation and dependent variable OCB is 0.69 or 69% which further depicts that there is a strong relationship. The third independent variable which is Perceived Organizational Support and dependent variable OCB represents a correlation of 0.724 or 72.4% which according to Davis (1997) represents a very strong relationship between the variables. Perceived Organizational Support has the highest correlation value which is 0.724, which depicted that it has the highest correlation with OCB. This is mainly due to the fact when the organization provides support to the employees, it brings parallel effect such as self-motivation and dedication towards the organization. Perceived Organizational Support also allows the employees to be empowered allowing the employees to feel as part of the organization.

3.4 Regression Analysis

Table 3. Regression analysis output

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.084	.129		8.389	.000
	MeanJS	.100	.037	.132	2.726	.007
	MeanJM	.263	.048	.303	5.492	.000
	MeanPOS	.376	.044	.443	8.603	.000
		R square = .605				

It is clear from the above table that three independent variables namely job satisfaction, job motivation and perceived organizational support can explain the dependent variable, organizational citizenship behavior, by 60%. It indicates that there are some other variables that are responsible for the remaining 40% variation of the dependent variable. SPSS output also shows that job satisfaction is statistically significant at 1% significance level (Sig p = .007) with a positive beta. It means that job satisfaction has significant positive effect on organizational citizenship behavior. The next independent variable, motivation, also has significant positive effect on organizational citizenship behavior. The SPSS output shows that it is highly significant (Sig p = .000) with a positive beta that supports previous studies. The perceived organizational support is also statistically significant at 0% significance level (Sig p = .000) and it has a positive beta value.

5. Discussion and Conclusion

Based on the research framework and the problem statement identified, three hypotheses were constructed to be further proven in the study which includes H1: Job Satisfaction has a positive relationship with OCB, H2: Job Motivation has a positive relationship with OCB and H3: Perceived Organizational Support has a positive relationship with OCB in American-Based Organization in Kulim. All the hypotheses have been supported on the basis of the research findings. Pearson Correlation illustrates that Perceived Organizational Support has the highest correlation with OCB. It happens because when the employees receive support from the organization, they will be elevated to perform better for the organization. Support in terms of rewards and incentives can further increase the motivation level of employees. This is further proven in the regression analysis where Perceived Organizational Support has the highest value. And it indicates that POS has significantly positive effect on OCB. In the present study, job motivation variable has high relevance in understanding the OCB. A high correlation level which is 0.690 also depicts that job motivation has strong relationship with OCB. It indicates that when the organization provides motivational elements such as higher pay, good environment and so on, it will influence the level of OCB among the employees. Besides that, the promotional chances as motivation for the employees allow the employees to work harder and be dedicated to organization that consequently leads to better or higher OCB among the employees. By providing support such as training and room for learning, firms can motivate the employees and they feel more secure to work there. Especially fresh graduates are expected to learn and apply their knowledge as soon as they start working in an organization. At the beginning they need more supports from the organization otherwise this will create insecurity or stress for the employees, leading to low self-esteem and creating an unhealthy working environment. Supports in terms of how to work properly and deal with new situations will allow the employees to be more loyal to the organization and which will further increase the level of OCB among the employees.

This study supports the Social Exchange Theory and Pro-Social Behavior Theory whereby both the theories can show the relationship between the independent variables which include Job Satisfaction, Job Motivation and Perceived Organizational Support towards the dependent variable which in this study is OCB. The Social Exchange Theory explains the relationship between employees and the organization including subordinates and their supervisors when particular action revolves around mutuality. The obligations imposed by the mutuality may vary with the status of participants within a society. The present research depicts that managers have higher OCB because of the added social exchange whereby they have the authority and hence allowing them to have satisfaction in terms of job due to the responsibility of leading others. Apart from that, the Pro-Social Behavior Theory also associates OCB with the aspects of understanding the different elements of the employee behaviors related to pro-social behavior such as volunteering or making an extra effort to achieve a particular task. Alongside that, the theory elaborates that the more a person identifies with a role, such as the role of volunteer or good organizational citizenship, the more willing he or she is to continue in the particular behavior. The research also indicates that the self-gratification or job motivation without the expectation of receiving anything in return also impacts the OCB. On the basis of the theories used in the research and the results obtained, it can be concluded that Job Satisfaction, Job Motivation and Perceived Organizational Support are able to predict a reliable and valid relationship with OCB. However the present study is not without any limitations. The major limitation of this study is that it is mainly concentrated on American-Based organization in Kulim, Malaysia. Due to time limitation, organizations based on other countries were not included in the study. Apart from that, the research is limited to Kulim though many foreign companies are in operation in different parts of Malaysia. This is due to the limitation of time given to persuade the research and also the limitation to collect data across different organizations. Taking into consideration the limitations in this study, the future researchers are suggested to address the issue in their research.

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